

THE IMPACT
OF
MINORITY TV NEWS DIRECTORS
ON RATINGS

A THESIS
SUBMITTED TO THE GRADUATE SCHOOL
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE
MASTER OF ARTS

BY
LINDA R. WHITE
DR. ROBIN BLOM – ADVISOR

BALL STATE UNIVERSITY
MUNCIE, INDIANA

MAY 2018

Table of Contents

Chapter	Page
1. Introduction.....	3
2. Literature Review.....	6
a. Contextual Theory.....	7
b. Definitions.....	9
c. Hypotheses.....	10
3. Methodology.....	20
a. Preliminary Study Conclusion.....	22
b. Main Study Results.....	28
4. Conclusion.....	33

Special Thanks

The author would like to thank Ball State Journalism Graduate Advisor and Committee Chair Dr. Robin Blom who guided me through this process and committee members Dr. Kimberly Lauffer and Dr. Maria Williams-Hawkins for their knowledge, wisdom, and support.

Introduction

Since the dawn of television news in 1948 non-White people in the United States have been underrepresented both in front of and behind television newsroom cameras (Donovan & Scherer, 1992; Luther, Lepre, & Clark, 2017). Numerous studies have focused on the lack of minorities in leadership roles within television newsrooms (Butler, 2012), covering the news in television news markets (Papper, 2016), and being used as authoritative sources (Poindexter, Smith, & Heider, 2003). Additionally, coverage of communities with majority minority people receive more negative than positive news coverage (Pease, Smith, & Subervi, 2001).

Uneven, perhaps unfair news coverage in these areas could find parity with minority decisionmakers leading television newsrooms (Dimmick, 2000). A TV news director is the leader in the newsroom, directing and implementing coverage as well as hiring news staff (Allen, 1995; Stone, 1987). As newsroom leaders they can encourage staff both in front and behind the camera (i.e. anchors, reporters, producers, photographers, etc.) to look for minorities as sources in their daily news stories as a way to increase diversity in the news product (Johnston & Flamiano, 2007). News sources, also referred to as newsmakers in other research, are the non-staff people who speak on camera about a topic and/or topics within various stories (Dimmick, 2000; Ziegler & White, 1990). In addition, news directors have the ability to encourage coverage of positive stories in minority communities, also defined as content, and encourage the hiring of diverse news talent such as anchors and reporters (Butler, 2012).

The diversity of news sources, news content, and news talent could also have a financial impact by way of increased audiences (Pease & Stempel, 1991). Ratings are the number of households watching a specific television station, channel, or program for a specified length of time divided by the total number of households that have a TV ("Intro to Nielsen ratings," 2013).

Television stations fight to be number one in their markets on a daily basis (Bramlett-Solomon, 1993). The higher the ratings, the more a TV station can charge for commercials. In some cities, based on ratings, a TV station can be a leader in the market, for a particular newscast, or on a particular night – if not all.

In addition to a theoretical context, this study presents previous literature on the historical impact of minority coverage, diversity in the newsroom and the impact of minority news directors on a newsroom. Data about diverse community coverage, sources and staff was gathered through interviews with minority news directors in addition to a content analysis of newscasts from the New Orleans television market.

The primary goal of this research was to discover if a news director's decisions in these areas impacted the size of their TV audience positively through three variables: diverse staff, diverse sources, and increased coverage of minority communities. The New Orleans television market was studied through a constructed week before a minority news director began working in the market and through a constructed week one year later, (see Riffe, Aust, & Lacy, 1993). The news director had to have been promoted or hired within the 12-month period between the constructed weeks studied. That was the case for the NBC affiliate, WDSU. Newscasts from the four New Orleans television stations that produce news were reviewed for the variables in this study.

The methodology of this study included interviews with three minority female news directors, two were employed, the other was in a transition. They worked in the Southeast, Northwest, and the Southwest. News Director 1 (ND1), who identified as black, was chosen because she previously worked in the same television market and the same television station as the study author. She in turn recommended two news directors. News Director 2 (ND2)

identified as African-American and News Director 3 (ND3) identified as third generation Mexican American. They were willing to share their experiences as minority news directors and their influence over minority community news coverage, encouraging diverse sources, and hiring diverse staff and if that led to an increased audience size for their newscasts. All three research participants stressed the importance of diverse staffing, diverse sources, and covering communities of color. They all agreed having those three components in place could impact ratings positively.

The content analysis of this study consisted of the coding of 47 half-hour newscasts from the New Orleans television market. Video was coded for minority community coverage, diverse sources, and diverse staff. To determine minority communities, coded data of story location was compared against U.S. Census data of minority majority neighborhoods and communities within New Orleans. For this section of the study, Geographic Information Science (GIS) was implemented. This study was able to provide evidence that a minority news director encouraged more coverage of minority communities. The other variables in this study – diverse anchors, diverse reporters, and diverse sources - were not supported.

While the results of this study are mixed, it is worth recognizing WDSU, NBC affiliate, with a minority news director at the helm, did become the second most watched weekday newscast in the market by the end of November 2016. In 2015, it had the third most watched weekday newscast. The NBC affiliate remained the second most watched weekend newscast in both 2015 and 2016.

This research could impact not just academic literature on this subject within journalism, sociology, and diversity-related disciplines but how television newsrooms could be operated to

include more diversity in front of and behind the television cameras as well as including diversity within the content or coverage of minority communities.

Literature Review

When Nancy Lewis, a 47-year-old African-American woman, went missing on her way to work in May 2005 in Birmingham, Alabama family and friends alerted police and the media to her disappearance (Good, 2012). Her disappearance came just days before Mountain Brook, Alabama teenager Natalee Holloway disappeared on a graduation trip in Aruba (Robinson, 2011). Holloway's family not only contacted local but also national media about the 18-year-old's disappearance.

Local and national media became "gatekeepers" (see White, 1950) in both of these stories. For weeks, months, and even on the annual disappearance of Holloway, her story was told more often than Lewis and other minorities who also disappeared (Wilson, 2018). The gatekeepers, in the cases of Lewis and Holloway, framed stories differently. The Holloway story became first and foremost on viewers minds and the public agenda was shaped by continuous coverage. Consequently, the choices by gatekeepers and the reframing of stories influenced the public. In essence what was important to the media became important to its viewers (see McCombs & Ghanem, 2001). Wilson (2018) a former producer at the NBC affiliate, WVTM 13, believed race played a factor in coverage of the missing women, "Nancy Lewis wasn't as attractive. She was older. Holloway was a teenager who got lost in paradise. Had it been Lewis lost in paradise and Holloway was the older White lady? Holloway still would have gotten more coverage. There's a situation in this country when there's a missing White girl - we have to cover the story. Even a pretty missing black girl doesn't get the same coverage as a pretty missing

White girl.” WVTM’s news director at the time during these stories was Caucasian, who had previously worked as a news manager at MSNBC.

News directors have always made decisions about what stories were covered and their prominence (McCombs, Shaw, & Weaver, 2014). The decisions controlled how many reporters were assigned to the story, how many stories were written a day, in a week, the topics, the details, and the direction of day-to-day stories (Shoemaker & Reese, 1991) . Their reporters, hired by the news directors, became part of the gatekeeping group. Even after it was pointed out to news organizations in the late 1960s (Disorders, 1968), they continued to be mostly White. Without minority gatekeepers, long held stereotypes about minorities continued on news broadcasts (Luther et al., 2017).

Contextual Theory

The combination of gatekeeping and framing indicated to the public which story was considered more important than the other (Tankard, 2001). Those decisions can impact how viewers feel about a story. News sources whether conservative, liberal, or somewhere in between can affect the “social reality” and the thought-process of viewers, essentially their perception of a news story (Shoemaker & Reese, 1991).

Tankard (2001) described framing three ways: showing a small portion while ignoring the others; playing up or down a particular topic; or adding to a continuous structure. Chong and Druckman (2007) said framing can influence how a viewer thinks about an issue or story.

Framing often is identified as second-level agenda setting (Russell Neuman, Guggenheim, Mo Jang, & Bae, 2014). Agenda-setting theory focuses on the media telling viewers, readers, and consumers what to think about (McCombs et al., 2014). As decision makers and leaders in the newsroom, news directors as the ultimate gatekeeper, impact what

viewers think about as they mandate how a story should be covered within their newsrooms and for their viewers. In this study the agenda setting theory becomes a framework to demonstrate that audiences learn about issues and events as described by McCombs et al. (2014). Public issue agendas can include breaking news, town hall meetings, and cutting-of-the-ribbon events.

Gatekeeping and framing has had consequences for how people perceive events and issues (McCombs & Ghanem, 2001). Content that has been the result of such gatekeeping and framing could potentially influence the size of the audience for future content. For instance, researchers studied if viewers were inclined to watch TV programming or a newscast when more minorities were added or a primary focus in their programming. Aldrich, Arcidiacono, and Vigdor (2005) considered Monday night football games and teams led by black quarterbacks. They found when black quarterbacks played, ratings were higher among a younger audience. They concluded as new generations of people grow up, discrimination and negative racial attitudes die out.

Myers' (2008) research on top 25 television markets found stations catered to their audience, adding more minorities if the audience was unbiased towards minorities and not adding them if the audience was more biased. She also found while ratings initially decreased with the addition of more minorities at certain stations, they later increased if staffing was equal to the market's ethnic demographics.

It's believed newsrooms can benefit from diversity and having diverse newsroom leaders. The National Association of Black Journalists (NABJ) has maintained these positions can have a positive impact in a newsroom and in a community concerning diversity issues (Butler, 2012). NABJ's study considered if TV stations missed out on valuable eyeballs, ratings, and profit if they did not include diverse staff, diverse sources, and minority community coverage.

There could be a secondary impact of diverse TV news directors on society-as-a-whole. Viewers may rethink their opinions on minorities due to the presentation of positive minority role models in local news, such as anchors and reporters, who are the on-air talent (Nishikawa, Towner, Clawson, & Waltenburg, 2009).

Definitions

Minority News Directors were defined as non-White persons who manage “personnel, budgets, technology, and news coverage” in a television newsroom (Stone, 1987, p. 745). News directors are held responsible for ratings, as sales staff rely on higher ratings to sell commercials during newscasts in turn earning a profit for the television station owner (Allen, 1995).

For this study, anchors as diverse on-air talent, were defined as a television station employee responsible for gathering news and/or speaking on camera about a news story from the news desk at the station and/or introducing a reporter (Allen, 1995). News directors hire anchors.

Reporters, as diverse on-air talent, were defined as a television station employee responsible for gathering news and/or speaking on camera about a news story from the news desk at the station, the newsroom, in public, via telephone or any other electronic medium (Nishikawa et al., 2009). News directors hire reporters.

Diverse news sources were defined as non-White, non-staff, non-anchor persons who speak on camera about a topic during a news story (Voinché, Davie, & Dinu, 2010).

Census data defined majority minority communities within the study location. News stories were labeled as being located within minority communities if they appeared within that geographical location.

Audience ratings were defined as the number of people watching televisions within the Designated Market Area (DMA) ("Intro to Nielsen ratings," 2013). DMA regions are the

geographic areas in the United States in which local television viewing is measured by The Nielsen Company, a company that tracks what audiences watch, determining the ranking/popularity of television channels and their programs.

Hypotheses

Minorities in news. African-Americans interest in journalism began in the early 1800s as free Blacks and former slaves saw a need to provide information and a dialogue about the mistreatment of free people of color (Pride & Wilson, 1997). Creating their own newspapers, they published articles about important issues and the harsh realities of life in communities of color, as well as triumphs (Schomburg Center for Research in Black, 1986; Simmons, 1998). The Black press also had another goal-to publish stories the majority White press wouldn't cover or covered inaccurately (Jordan, 2001).

In the middle of the civil rights fight in the 1960, riots in major cities by minorities expressed outrage at decades of mistreatment (National Advisory Commission on Civil Disorders, 1968). To address the riots, formulate better alternatives to the riots, and to ultimately "make good on American democracy to all citizens," then President Lyndon Johnson formed the National Advisory Commission on Civil Disorders (1968, p. 2). Later called the Kerner Commission Report (Rivas-Rodriguez, Subervi-Velez, Bramlett-Solomon, & Heider, 2004), the commission concluded the journalism profession had been "shockingly backward" in seeking out, hiring, training, and promoting Blacks (National Advisory Commission on Civil Disorders, 1968, p. 211). The report also said presentations of facts about the riots were flawed, used to scare readers and viewers. According to the Kerner Commission report, what began as civil rights demonstrations in the early and mid-1960s led to riots over segregated schools, housing, and employment to name a few. Other riot incidents occurred after unexplained deaths of

minorities by White government figures. The riots which included burning and looting in some instances were seen in large metropolitan cities like Atlanta, Detroit, Newark, and Tampa.

The commission pointed out that news reports framed conflict as Black versus White, when events typically happened in African-American neighborhoods and should have been labeled as Black-on-Black crime. At the time of the report, fewer than 5% of U.S. journalists were Black and far fewer were in decision-making positions. Because of distortion and inaccurate reporting, the majority White population was unable to comprehend the deeper conflicts within communities of color (Byerly & Wilson, 2009). The Kerner Commission indicated reporters of color had played a major role in identifying events, issues, and perspectives of those within their communities and offering a different point of view than gatekeepers, typically White males.

While African-Americans were seen as perpetrators and criminals, other non-majority people of color faced other stereotypes: “savage Natives” for Native American Indians; illegal farm workers for Hispanics; primitive and patriarchal for Arabs/Arab Americans; and the successful tech savvy doing well despite example for Asians/Asian Americans (Luther et al., 2017).

Industry employment of minorities. Despite the recommendation by the Kerner Commission to hire more African-Americans in the nation’s newsrooms, nearly 50 years later minority journalism groups continue to see a need for more minorities in the newsroom and continue to advocate for people of color in gatekeeping positions (Butler, 2012). In the 1960s and 1970s, diversity efforts meant diverse reporters were hired and left to fend for themselves or placed in meaningless roles without assignments (Hultén, 2009). The opportunity for

advancement was small because of lack of direction and support by managers (Hultén, 2009).

Bramlett-Solomon (1993) called gains by minorities in newsrooms “modest progress” (p. 61).

A variety of organizations have kept track over the years of diversity in newsrooms. According to the website of the American Society of News Editors (ASNE), it has measured minority participants in newsrooms since 1978. ASNE’s goal was to have the percentage of minorities working in newsrooms nationwide equal to the percentage of minorities in the nation's population, which is 40% (U.S. Census Bureau, 2016), by 2025 (ASNE, 2016), a goal that was originally set for the year 2000 (Heyboer, 2001). According to ASNE’s 2016 Diversity Survey, minority journalists were 17% of the workforce in newsrooms, increasing 5.6% from 2015. About 30% of news organizations reported at least one minority journalist among their top three editors.

The Radio Television Digital News Association (RTDNA) has also kept track of minorities in TV newsrooms. It reported minorities in the TV workforce increased to 23.1%, up one percentage point from 2015 (Papper, 2016). The minority population in the United States has risen 11.8 percentage points, but the minority workforce in TV news is up less than half that, to 5.3%.

In the 2012 National Association of Black Journalists (NABJ) Diversity Census survey of managers of color in 295 TV newsrooms, it found people of color filled 12% of newsroom management positions (Butler, 2012), including news directors, assistant news directors, executive producers, operation managers, assignment managers and web content managers/producers.

Newsrooms should also be willing to cover all communities (Rivas-Rodriguez et al., 2004). Employees should “buy into that vision” (Pease, Smith & Subervi, 2001, p. 9). News

directors are the leaders in the newsroom who command authority and give direction to news judgment and direction of the newsroom in coverage (Allen, 1995).

Americans still rely more on broadcast television than any other media source for local news and public affairs information (Goldfarb, 2011). With that in mind, it may be time for broadcast television to aim for a similar 2025 goal as ASNE.

Diverse newsroom benefits. It is plausible that minority TV news managers can influence a news operation's dynamic as well as hiring diverse staff, encouraging diverse sources, and covering minority communities. Minority journalists believe these factors can influence and make a difference in "how the news media think of minorities" (Rivas-Rodriguez et al., 2004, p. 39).

Based on the above literature this study proposes Hypotheses 1a and 1b.

H_{1a}: There will be more diversity in anchor positions with a minority television news director than with a non-minority television news director.

H_{1b}: There will be more diversity in on-camera reporter positions with a minority television news director than with a non-minority television news director.

Voinché et al. (2010) studied diversity in coverage of hard and soft news and found "gender, ethnicity, and news type (hard/soft) all affect the local TV news version of issues and events" (p. 99). Bramlett-Solomon (1993) connected lack of coverage of communities of color with inadequate staffing of minority journalists and managers in newsrooms.

Other studies do find that the public and journalists view newsroom diversity as a good thing that yields positive results (Gross, Craft, Cameron, & Antecol, 2002; Nishikawa et al., 2009). Nishikawa et al. (2009) also cited other benefits of having a diverse newsroom, such as dispelling stereotypes by minority journalists, offering in-depth coverage of minority issues,

promoting accuracy of minority communities, and bringing diverse sources to a story. They concluded audiences and non-minority journalists would benefit from a diverse newsroom because without that diversity, White men remain gatekeepers (Rivas-Rodriguez et al., 2004).

Based on the aforementioned literature, this study proposes H_{1c} and H_{1d} .

H_{1c} : There will be more diverse news sources with a minority television news director than with a non-minority news director.

H_{1d} : There will be more coverage of minority neighborhoods with a minority news director than with a non-minority news director.

Management training programs. One way to get more minorities in gatekeeper roles is by training them. Johnston and Flamiano (2007) indicated a minority in power can mandate diverse sources and oversee diverse hiring in the newsroom. In her research, Bramlett-Solomon (1993) found hiring and keeping minorities may include future job promotion. She wrote “journalists of color are more likely than Whites to aspire to move into management positions. However, industry figures show black journalists do not move into management positions as fast as White journalists” due to lack of professional development leading into management roles (1993, p. 65).

Pease and Stempel (1991) acknowledged employing more diverse managers of color is a difficult problem. They suggested after hiring minorities in the newsroom that they be groomed to be managers. A respondent in their survey suggested it as well: “Realize that minorities in the newspaper business are extremely valuable assets to be utilized and rewarded-not just with pay, but with opportunities for advancement, to change the newsroom and make a difference about news coverage” (1991, p. 79). However, it may be difficult to train within. In the Freedom Forum’s Diversity Report, journalists of color reported they have to work harder to prove

themselves and for promotion. The report, which took an in-depth look at expanding diversity in newspaper journalism, saw not only “retention as a major complex problem” but the need for “effective mentors and role models” in job satisfaction (1991, p. 3).

Some organizations have responded with diversity programs. RTDNA partnered with UNITY, the umbrella organization for the four minority journalism associations (Butler, 2012), to pursue new methods of expanding workforce diversity. Pease et al. (2001) also found that the Freedom Forum, Ford Foundation, Knight Foundation, the Maynard Institute for Journalism Education, and the Poynter Institute were pursuing aggressive diversity initiatives. Sixteen years later all continue diversity efforts. However, Maynard and Poynter are focused on leadership ("Maynard institute for journalism education," "Poynter institute"), the Freedom Forum and Knight ("Freedom forum," "Knight foundation") support diversity training among journalists and the "Ford Foundation" (2017) funds individuals and organizations diversity projects all over the world.

In 2012, the ASNE Diversity Committee created the Minority Leadership Institute to train and develop up-and-coming, mid-level newsroom leaders, and connect them with a network of established ASNE leaders (ASNE, 2016). According to its website, ASNE rebranded the program as the Emerging Leaders Institute and has hosted 16 institutes since 2012. ABC Network has a mentorship program where male executives mentor younger colleagues, many of them women and people of color (Griffin, 2014).

Are any of these programs making a difference? One could argue – no – based on the lack of minorities in newsroom leaderships roles but there was a time when these programs didn't exist (National Advisory Commission on Civil Disorders, 1968). Now at least there are continuous and multiple efforts to increase minority newsroom leaders (Pease et al., 2001).

TV news directors' impact

Sources. Managers of color can impact the use of ethnic expert sources used by newsroom employees in newscasts (Voinché et al., 2010). In various content analysis of newscasts since the 1970s, researchers have found that women and minorities were underrepresented as sources (Johnston & Flamiano, 2007; Poindexter et al., 2003; Rivas-Rodriguez et al., 2004). However, African Americans were used as news sources more than other racial and ethnic groups when more than one source was featured in a story (Poindexter et al., 2003).

On-air talent. Minority managers not only impact the ethnicity of sources used in a newsroom but also the hiring of people of color in newsrooms. In content analysis of local newscasts, Poindexter et al. (2003) found Latinos, Asian Americans, and Native Americans were virtually absent as anchors and reporters, “suggesting that little progress had been made in employing minorities and that should be a cause of concern” (2003, p. 534). Nishikawa et al. (2009) found minority journalists bring a unique perspective to the table (2009, p. 242). They said minority journalists accept norms, yet still feel able to positively impact news coverage of minorities when combining framing and gatekeeping. Adams and Cleary (2006), Pease et al. (2001) and Poindexter et al. (2003) indicated the importance of having diverse newsrooms and a diverse thought process—others who consider diversity—for a diverse audience.

Community coverage. Minority news directors can also impact the amount of coverage of communities of color and how others perceive minorities (Poindexter et al., 2003) by encouraging reporters to network, develop minority sources and requesting minority sources (Butler, 2012). They also found in more than a dozen different studies “people of color are often neglected, misrepresented, or stereotyped” (2012, p. 525). Poindexter et al. (2003) noted framing

includes negative visual imagery of minorities, fewer expert of newsmaker roles for minorities, and a lack of minority on-air staff. This type of framing leads to an overall negative view of minorities.

Johnston and Flamiano (2007) made similar observations regarding the coverage of minorities in television news coverage. Overwhelmingly negative coverage of minorities can cultivate a fear of minorities.

Barnett (2003) discovered the reality of how a suspected criminal could be seen through the eyes of a viewer. When minority suspects are seen in non-street clothing—jail attire—bias plays a role in how they’re perceived by Caucasians. This type of coverage could be impacted by a minority news director who has issued a written or stated rule about this type of coverage and treating everyone equally to avoid the appearance of bias (Butler, 2012).

One survey reflects an example of poor coverage of the minority TV audience by TV executives. A 2000 survey of TV executives found journalists believed airing stories about communities of color could jeopardize their future job search by appearing to only cover minority issues (Westin, 2001). In the wake of that research, once minorities are in the top jobs—they may continually have to prove themselves for promotion. Pease and Stempel (1991) highlighted the racism felt by minority executives in newspaper newsrooms in their research. They remarked on what minority executives had to deal with—the glass-ceiling effect, hiring quotas, and having to prove their professional value.

It’s not just about coverage. Byerly and Wilson (2009) pointed out like some of their Caucasian counterparts, minority viewers “want more in-depth news about issues and events that affect them and their communities, and, most of all, they want reporters who come to cover these to be more knowledgeable about their neighborhoods and leaders” (p. 216).

Ratings impact of minority managers

Once minority gatekeepers are in place in conjunction hiring a diverse news staff, mandating diverse sources, and content, there could be a correlation between that kind of investment and revenue (Li & Thorson, 2015; McCombs et al., 2014).

The study by Li and Thorson (2015) also showed publishing more news content in more diverse topic areas, boosted a newspaper's circulation and ad revenue over time. They conducted a time-series analysis on diverse newspaper content and business performance. Their results showed "more investment in newsrooms, topic diversity and word amount per story accompanied higher circulation and greater overall advertising revenues" (pp. 391-392). During slow economic times, they recommended a concentration on diverse news topics as a way to boost readership and ultimately ad revenue. There isn't an equivalent article focusing on television news and ratings.

Based on the above literature, this study proposes H_{2a}-H_{2d}.

H_{2a}: The more diverse news director, the higher the audience ratings for those broadcasts.

H_{2b}: The more diverse anchors in local news broadcasts, the higher the audience ratings for those broadcasts.

H_{2c}: The more diverse on-camera reporters in local news broadcasts, the higher the audience ratings for those broadcasts.

H_{2d}: The more diverse news sources in local news broadcasts, the higher the audience ratings for those broadcasts.

H_{2e}: The more positive coverage of minority neighborhoods, the higher the audience ratings for those broadcasts.

The News and Race Models of Excellence Project focused on minority staffing, workplace diversity attitudes, and coverage of communities of color (Pease et al., 2001). That study found more TV stations and newspapers were covering minority communities than in the past compared to previous studies. The authors discovered minorities weren't just in crime stories, but stories did perpetuate stereotypes of entertainers and sports figures. Pease et al. (2001) saw a connection of attitude, newsroom diversity, and management's dedication to diversity issues. It helped when a minority was in a leadership position.

The struggle has continued for news media to be more diverse (Johnston & Flamiano, 2007). Some researchers including Ziegler and White (1990) concluded television news should represent a diverse society. Bramlett-Solomon (1993) concluded the industry must do more to attract and keep minority journalists. Griffin (2014) said, "promoting the widest possible range of people into top journalism jobs—not just women, but people of different ethnicities and socioeconomic backgrounds—is smart business, particularly for news organizations desperate to appeal to the broadest range of readers" (2014, p. 42).

"While minority journalists believe it is possible to make the country's newsrooms a fairer reflection of America" (Rivas-Rodriguez et al., 2004, p. 54), "many observers argue that news coverage still has a long way to go before it fairly portrays all of America's distinct communities" (Nishikawa et al., 2009, p. 243). Minority journalists working for mainstream newspapers faced difficulty fighting off stereotypes of communities of color and the lack of minority gatekeepers (Johnston & Flamiano, 2007).

Americans still rely more on broadcast television than any other media source for local news and public affairs information (Goldfarb, 2011). With that in mind, it may be time for broadcast television to aim for a similar 2025 goal as ASNE.

Also its important to note, in light of all the studies mentioned here, Alexander and Cunningham (2004) point out in their research, “empirical literature related to the relation between structure and diversity in commercial media is practically nonexistent” (2004, p. 176).

Methodology

Preliminary study - Interviews

The purpose of the preliminary study was to gauge and determine the potential hypotheses by those working in the trenches. In-depth telephone interviews were designed to understand the conditions of minority news directors and their decision-making processes. News Director 1 (ND1) was chosen based on her race (self-described as black) and professional relationship with the study author. ND1 suggested several other news directors who met the study criteria (a minority news director). The author chose News Director 2 (self-described as African-American) after she was mentioned and her photo shown in a professional blog. The author chose News Director 3 (self-described as third generation Mexican-American) based on the recommendation of ND1. Research participants are all current or former minority female news directors. News Director One (ND1) worked in the Southeast. News Director Two (ND2) worked in the Northwest. News Director Three (ND3) was an unemployed news director who last worked in the Southwest. She was taking time off for family, having left her position in December 2016. The duration of each interview was about 30 minutes.

Interview Questioning Route

For this study, 16 questions were posed to all participants. The questions dealt with their ethnicity, years' experience as a news director, and other news positions held before becoming news director. Other questions included training, the impact of race on the job, and expectations in their managerial roles as news director. Several questions covered diverse staffing, diverse sources, and covering minority communities. For a complete list, please see Appendix B.

Interview Results

All of the news director's comments about diverse staffing and minority news directors, touched on this study's gatekeepers' theory and their roles of disseminating news to viewers.

All three research participants stressed the importance of diverse staffing, diverse sources and covering communities of color. They all agreed having those three components in place could impact ratings. ND1 used a dinner plate analogy to stress if you have meat, potatoes, dessert, etc., the viewers will watch. Each news director talked about the importance of having a diverse staff because viewers want to see themselves on television. ND3 described the need for a diverse staff as "trust." She added, "And so you have part of your audience is very educated. Part of your audience, a group of them who depend on you for everything because they don't read Spanish. They don't read English. So, the only way they get their information is on the TV from you talking to them." ND3 said she made it her mission to hire more Spanish-speaking reporters who could cover communities that didn't speak English. ND1 said, "Because if you're not a part of community, if you're not living in those communities, if you don't have any perspective in those communities, it's hard for some people to see the importance of coverage."

It's important to note, these women who emphasized diversity said it wasn't just about ethnicity or race but also included, age, gender, and socioeconomic status. ND2 said, "If you

don't have diversity in the newsroom, it can be a hindrance to what kind of coverage you have. I have people from coast to coast, beyond race, geography plays a huge role here in story coverage. I hear experiences from all difference sides. We're diverse economically and geographically." ND2 said she was also told she had what was believed to be one of the most diverse newsrooms in the northwestern part of the country by her company managers.

When it comes to having a protocol for including minority sources in coverage, ND2 said yes, she has one because it's important to get those specific points of view because those people are affected differently. ND1 and ND3 agreed regular coverage of minority communities automatically leads to diverse sources due to tips about breaking news.

As for covering minority communities, ND1 said she didn't have a protocol but encouraged her staff by asking them if all sides had been included in story coverage. ND2 reviewed scripts due to her staffs' lack of cultural knowledge of the area to make sure minority communities are portrayed accurately. She said, as a starter market, turnover is common - every one to two years. ND3 said 90% of the community she worked in was minority.

Demanding diversity of staff, sources and covering minority communities could draw criticism of a news director but it depends on the news director's motives. That was according to ND2 and ND3. For ND2, the oil pipeline protests were covered. She said, if she had suggested to the reporter the protests were similar to the Civil Rights protests of the 1960's that may be a stretch or it may not be justified.

Preliminary Study - Conclusion

There's a striking difference between these three women and their training for and as news directors. ND2 and ND3 had no formal training before becoming news directors. However, both took it upon themselves to get training afterwards. ND3 made it sound like that was the

industry norm. However, ND1 had formal training throughout her time with her company. She was part of initiatives within her two different employers to train from within. She also attended news director training with ND3 at the Carole Kneeland Project, a training ground for news directors where diversity is studied.

ND3 said she wished there were more minority news directors, “When you go to these news director gatherings, there’s always just a handful. You can count on one hand. I just wish there was more of us. I think Carole Kneeland, the project to train news directors, I think only there was two of us. There are more female news directors, there was only two of color. So, while there was maybe five of us female, there was only two were of color.” Please see abridged interviews in Appendix C through E.

These interviews helped firm up the hypotheses and what type of research to look for while working on this study’s literature review. During the search for similar types of studies, it was discovered there wasn’t published research linking a news director’s race and their initiatives to higher ratings. That information led to the main study.

Method (Main study)

The main study method of this research was content analysis to investigate the use of diversity in broadcast television newscasts and if diversity leads to increased audiences. Content analysis was chosen because of its earliest uses in communication research and the analysis of newspapers (Berelson, 1952). Berelson (1952) described using content analysis to search for media characteristics of the communication, reactions to the communication, and the relevance of the content to the audience. It can be used in longitudinal studies to compare time periods.

To test the hypotheses, a television news market had to be chosen with a recent news director change from White to minority. Several in Indiana, North Dakota, and Louisiana were

considered. Due to newscast video availability, New Orleans was chosen. The NBC affiliate hired an African-American woman as assistant news director in 2015. She became the News Director in 2016.

The New Orleans television market is the 50th Designated Media Area (DMA). According to the U.S. Census Bureau statistics for 2016, the city alone is 61.3% Caucasian, 17.8% Hispanic or Latino, 13.3% Black or African-American, 5.7% Asian, 1.3% American Indian and Alaska Native, and .2% Native Hawaiian and Other Pacific Islander.

A constructed week of newscasts from news producing television stations were reviewed and coded. Seven days were chosen from November 2015 and seven from November 2016. They represent before and after an African-American news director took over leading the television news department. In this market it was WDSU, the NBC affiliate. It was estimated 56 six p.m. newscasts were to be reviewed. Due to sports pre-empting newscasts on the weekends, there were 47 unique half hour recordings.

The newscasts collected were six p.m. newscasts from a sweeps month. A sweeps month is a period when the Nielsen ratings of the station's programs are recorded to establish the size of an audience and to determine the price of advertising per commercial per newscasts. For example, the cost of a commercial may cost more, if placed in the 10 p.m. newscasts, if the 10 p.m. newscast has a bigger audience. There are four news producing television stations in New Orleans: WGNO-the ABC affiliate, WWL-TV-the CBS affiliate, WVUE-the FOX affiliate and WDSU-the NBC affiliate.

November was chosen because it's one of four months where Nielsen counts audience members of each television station to determine newscast ranking ("Intro to Nielsen ratings,"

2013). Typically anchors and reporters work on special long form stories for newscasts designed to be promoted and to draw viewers to a particular newscast.

Metro Monitor provided, at a cost, the data for this research study. Metro Monitor records newscasts in just about every television market.

Appendices F and G represent the Coding Protocol and Coding worksheet. Appendix F contains definitions of the variables in addition to definitions for news story, newscast, Designated Market Area, etc. Coding was conducted on the independent variables. That included coding for the race of anchors, reporters, and sources. For the coding of these variables, this study cataloged descriptions on race and ethnicity as used by the U.S. Census Bureau. They were White (0), Black or African-American (1), Hispanic or Latino (2), Asian (3), American Indian and Alaskan Native (4), Native Hawaiian and other Pacific Islander (5), Arab (6), Other/multiracial (7), and I don't know/not sure (99). Each determination was made on appearance and/or name.

Each individual anchor was coded on race. As most of the anchors were either Black or White, with only a few exceptions, this variable was collapsed into two categories: White (0) and non-White (1). About one-third of the news stories was anchored by two people. Therefore, the data for the two anchors were collapsed into one value. There were only anchor combinations in the dataset: both anchors were White (coded as 0) or one of the anchors was not White (coded as 1). When the coder indicated that the race of the anchor was unclear, which happened on three occasions, this was coded as 99. That data was removed from the analysis.

Each individual reporter was coded on race. Similar to the anchors, as most reporters were either Black or White, with only a few exceptions, this variable was collapsed into two categories: White (0) and non-White (1). There was one story with both a White and non-White

reporter. Because of the presence of a minority reporter this coded as 1. When the coder indicated that the race of the reporter was unclear, which happened on 13 occasions, this was coded as 99. That data was removed from the analysis.

For H1c each story source was coded on race. For all four stations, there were 305 people interviewed as sources. One-third of them were minority. Similar to the anchors and reporters, most sources were either black or White. One big difference was the number of sources within one story. Whereas there were either one or two reporters and anchors involved in the presentation of the story, there were sometimes up to seven sources presented as part of a story. In some cases, there were multiple sources for a story who were all White or all non-White. But in many cases, there was a mix of White and non-White sources. To avoid differences among stories with one or multiple sources, the content analysis data were recoded to represent the percentage of non-White sources. Thus, when one out of four sources for a story was non-White this was coded as 25%. When the coder indicated that the race of the reporter was unclear, which happened on eight occasions, this was coded as 99. That data was removed from the analysis.

Location of each story was recorded based on if the location was said, seen in the video of the story for example street names or if it was seen across the television screen, for example written across the bottom or top of the screen while the anchor was reading the story. Coders were asked to look for location information using ‘lower third banners’, over-the-shoulder box (OTS), and/or ‘visual cues’. Lower third banners are seen across the top or bottom of a television screen over video regarding the story. An OTS is a box seen over the shoulder of an anchor which may include typed writing containing a story’s location. Visual cues are street signs seen in video about the story within the newscast. See examples of banners, OTS’, and visual cues in Appendix F.

Coders were asked to record neighborhoods or communities, the city, and parish (similar to county in the rest of the country) for each story, as well as state and country where applicable.

Story impression was noted as either positive, negative, or both. The story impression was defined as presenting a neighborhood or community in a positive or negative light. A positive light could include community action, heroism, fundraiser, ribbon cutting and/or building up the community or neighborhood. A negative story impression could include criminal activity, murder, crime statistics, and/or increased law enforcement for a neighborhood.

The television station affiliation such as ABC, CBS, NBC, and Fox was recorded. Each story was coded for date and placement of each story in the newscast (i.e. 1st, 2nd, 3rd, etc.)

Ten percent of newscasts were coded by two people. Coders reviewed the protocol and practiced on a newscast from the Indianapolis TV market. Further changes were made to the protocol to eliminate coding of news teases. The author also decided to not code sports and weather segments unless they were part of the newscast. The author coded the rest of the newscasts.

The intercoder reliability for anchor diversity was $\alpha = .72$; for reporter diversity it was $\alpha = 1.0$; and for source diversity it was $\alpha = .95$. These coefficients are moderately and substantially sufficient for inclusion in the content analysis. Only the intercoder reliability for story tilt (positive, negative, or both) was lower than expected, $\alpha = .48$.

After coding, the researcher worked with the Geographic Information Science Program (GIS) at Ball State University. A GIS specialist ascertained the purpose of the data and the intent of the researcher to map newscast stories in neighborhoods and determine using U.S. Census Data if the story location resided within a majority Caucasian neighborhood, majority minority neighborhood or a mixed neighborhood. In order to map neighborhoods, source data were used

from the Hispanic or Latino Origin by Race and the American Community Survey 5-year estimates 2016 tables. Both tables were layered on the North American Street Map. Eight maps were created. There were two maps per station, one for 2015, another for 2016. The maps were color coded to indicate majority minority neighborhoods. Color coded points were placed in neighborhoods representing positive, negative and both positive and negative story coverage. Maps were also made of stories appearing overseas. See Appendix H.

The hypotheses were tested using several statistical tests. H_{1a} through H_{1d} were tested using Chi-Square, because both independent and dependent variables were dichotomous. All other hypotheses were tested using ANOVA except for H_{2e} .

Main Study Results

This study was able to provide evidence in support that the addition of a minority news director improves diverse sources. It was also able to provide evidence that diverse anchors equated to a higher audience. The former was statistically significant however the latter was not. The other variables in this study – diverse reporters and minority community coverage - were not supported.

While the results of this study are mixed, it is worth recognizing WDSU, the NBC affiliate with a minority news director at the helm, did become the second most watched weekday newscast in the market by the end of November 2016. In 2015, it had the third most watched weekday newscast. The NBC affiliate remained the second most watched weekend newscasts in both 2015 and 2016.

H_{1a} : There will be more diversity in anchor positions with a minority television news director than with a non-minority television news director.

In the analysis, 54% of the newscast stories for White news directors were read by non-White/minority anchors, 15% were White anchors, and 31% by a combination of white and minority anchors. For the minority news director, 57% of the newscast stories were read by minority anchors, 18% were White, and 25% by a combination of white and minority anchors. Thus, there's barely any difference in anchor diversity based on the diversity of news director, $\chi^2(2) = .86, p = .65$. While the number of stories with minority anchors did increase under the minority news director, it was not statistically significant for NBC between 2015 and 2016, $\chi^2(2) = p = .06$. The amount of minority anchors went up from 50% to 57% but there was also an increase in White anchors from 5% to 18%. That means that the mixed presentations went down from 45% to 25%. Hypothesis 1a was not supported.

H_{1b}: There will be more diversity in on-camera reporter positions with a minority television news director than with a non-minority television news director.

For the minority news director, 42% of the news stories featured minority reporters, whereas it was 29% with the White news directors combined. However, this difference even though in the anticipated direction was not statistically significant, $\chi^2(1) = 1.25, p = .26$. Ironically, at the NBC affiliate, the percentage of stories featuring minority reporters went down. It was initially 53% in 2015 with the previous news director, then went to 42% in 2016 with the minority news director. The data also showed within the other three networks, the percentage of stories by minority reporters was lower than NBC in 2015 and 2016: ABC-36%; CBS-15%; Fox-26%. Only one of 20 stories coded for CBS in 2015 included a minority reporter. Therefore, H_{1b} isn't supported based on the decrease of minority reporters for NBC.

H_{1c}: There will be more diverse news sources with a minority television news director than with a non-minority director.

With the minority news director, almost half the stories had at least one minority source (50%). Whereas with the other news directors, there was only a minority source in four out of 10 stories (39.5%). This difference is not statistically significant, $\chi^2(1) = 1.45, p = .23$. For NBC specifically, it's similar. In 2015 for the NBC affiliate, 40% had at least one minority source. Yet the difference with 2016 was not statistically significant, $\chi^2(1) = .61, p = .44$. This does not provide evidence in support of H1c. However, the differences are in the anticipated direction.

H1d: There will be more coverage of minority neighborhoods with a minority news director than with a non-minority news director.

With the minority news director, 45% of the stories covered were of minority communities. Almost one out of five stories covered White communities (19%), and the remaining 36% of the stories covered mixed neighborhoods. For all the other news directors, only a quarter of the stories covered minority communities. About one third of the stories covered White neighborhoods (36.1%), and 38.9% of the stories were of mixed communities. That difference is statistically significant, $\chi^2(2) = 8.18, p = .02$. For NBC specifically with the White news director in 2015, 28.6% of the stories covered minority communities, almost half the stories were of White communities, (47.6%) and 23.8% covered mixed neighborhoods. The difference in coverage between 2015 and 2016 was not statistically significant, $\chi^2(2) = 5.61, p = .06$. One other observation, the coverage by the Fox affiliate of minority communities was similar to the NBC affiliate in 2016. This provides partial evidence in support of H1d.

H2a: The more diverse news director, the higher the audience ratings for those broadcasts.

It's statistically significant between a minority news director and the audience rating. The average audience for the minority news director is 53,350. And for all other news directors the

audience average rating was 45,480. Using ANOVA, this is statistically significant, $F(1,577) = 5.17, p = .02$. The numbers for NBC specifically went down for the news director in 2016. The mean average in 2015 is 62,183. The African-American news director had a smaller audience (9,000 fewer viewers), $F(1,140) = 88.66, p < .001$. This provides partial support for H_{2a} .

H_{2b} : The more diverse anchors in local news broadcasts, the higher the audience ratings for those broadcasts.

Diverse anchors equated to higher ratings but it's not statistically significant, $F(2,330) = 1.70, p = .19$. There is only one station with a statistically significant result between anchor diversity and ratings, Fox ($F(2,65) = 3.90, p = .03$). But for the other three stations that was not the case: ABC ($F(2,109) = 2.94, p = .06$), CBS ($F(2,66) = 1.19, p = .31$) and NBC ($F(2,81) = 1.27, p = .29$). Overall, this does not provide support of the hypothesis.

H_{2c} : The more diverse on-camera reporters in local news broadcasts, the higher the audience ratings for those broadcasts.

There was no statistically significant relationship between diversity of on camera reporters and audience ratings, $F(1,143) = 2.19, p = .14$. There were no individual local affiliates for which there was such a relationship. Therefore, H_{2c} was not supported.

H_{2d} : The more diverse news sources in local news broadcasts, the higher the audience ratings for those broadcasts.

There was no statistical significance between diverse news sources and higher audience ratings, $F(1,231) = .24, p = .62$. There were no individual local affiliates for which there was such a relationship. Therefore, H_{2d} was not supported.

H_{2e} : The more coverage of minority neighborhoods, the higher the audience ratings for those broadcasts.

There was no statistical significance between coverage of minority neighborhoods and audience ratings, $F(2,247) = 2.41, p = .09$. There were no individual local affiliates for which there was such a relationship. Therefore, H_{2e} was not supported.

Conclusion

The primary goal of this research was to discover if a minority news director's decisions in the areas of hiring diverse staff, encouraging diverse sources, and increased coverage of majority minority communities impacted ratings positively, therefore impacting a company's profit.

The main findings are as follows: This study was able to provide evidence that the addition of a minority news directors improves coverage of minority neighborhoods and audience rating. It was also able to provide some evidence that diverse anchors equated to a higher audience. The other variables in this study – diverse reporters and diverse sources - were not statistically significant factors in explaining the role of minority news directors on diversity on screen and audience ratings.

For the main findings of Hypothesis 1a-1d, only Hypothesis 1c – coverage of minority neighborhoods - was partially supported. And while there was an increase in minority community coverage under the minority news director it wasn't statistically significant.

For the main findings of Hypothesis 2a-2e, H_{2a} – supports the main research of this study. At least in the New Orleans market, the appointment of a minority news director may have contributed to an increase the audience ratings, but it was not statistically supported that the increase in ratings was due to diverse staff, encouraging diverse sources and covering minority communities. It should also be noted, viewers went down 13.5% across the board for all TV stations from 2015 to 2016. In 2016, the average audience was 42031. And in 2015, it was

50671. This is statistically significant result, $p < .001$. While audience numbers didn't increase for the NBC affiliate, after the news director who identifies as black took over leadership in the newsroom, the weekday newscast did become the second-most watched newscast in the market. In 2015, it had the third most watched weekday newscast. The NBC affiliate held the second-most watched weekend newscasts for both 2015 and 2016.

WGNO, the ABC affiliate was the outlier of our results with much higher positive coverage of the black community in both 2015 and 2016. That may be because of their newscast format – “News with a Twist.” Anchors appear in a bar like set and typically read positive short voice over stories. There's very little sound from sources and very few if any reporter packages.

According to metrics provided by Metro Monitor for weekday audience numbers in 2015:

WGNO (ABC) - 7444
 WWL (CBS)- 81398
 WVUE (Fox) - 57867
 WDSU (NBC) - 63353

And 2016:

WGNO (ABC) 6387
 WWL (CBS) - 66645
 WVUE (Fox) - 52145
 WDSU (NBC) - 56445

As explained earlier in this research, gatekeepers framed the stories of Nancy Lewis and Natalee Holloway, the missing older African-American woman and the missing White teenager. Missing people of many races existed before Lewis and Holloway, many have disappeared since Lewis and Holloway, and many will continue to go missing. These other stories will be framed by other gatekeepers, but how will these stories be viewed in the future without a minority news director or a White news director who is empathetic with his or her audience? As ND1 said, viewers like to see people like themselves on television. It goes unsaid that minorities like to see

professionals like themselves on television. This study hoped to widen the view of what a television minority news director can bring to a newsroom such as providing minority role models for their viewers.

In the NABJ survey of minority TV news managers, station owners have used the excuse that they couldn't hire minority news managers because there weren't any to be found. Some media companies and organizations chose to change that stereotype and debunk that excuse by offering manager training within their companies or to minorities who wanted to pursue management positions NABJ also concluded companies miss out on an invaluable audience – minorities - by not including them in their broadcast. This study provided additional evidence for what the 43-year-old organization has been saying for years, minority news directors make a positive impact in media, thus increasing profits.

Future research should include more constructed week newscast analysis allowing more time for the news director to implement diversity goals, as well as more analysis of different newscasts from different newscast time periods. That research should also include a comparison of other markets to further test the hypotheses. These markets should include majority Caucasian and majority minority audiences where there is a minority news director or are multiple minority news directors. Future research should also test the impact of positive coverage of minority communities and neighborhoods on ratings.

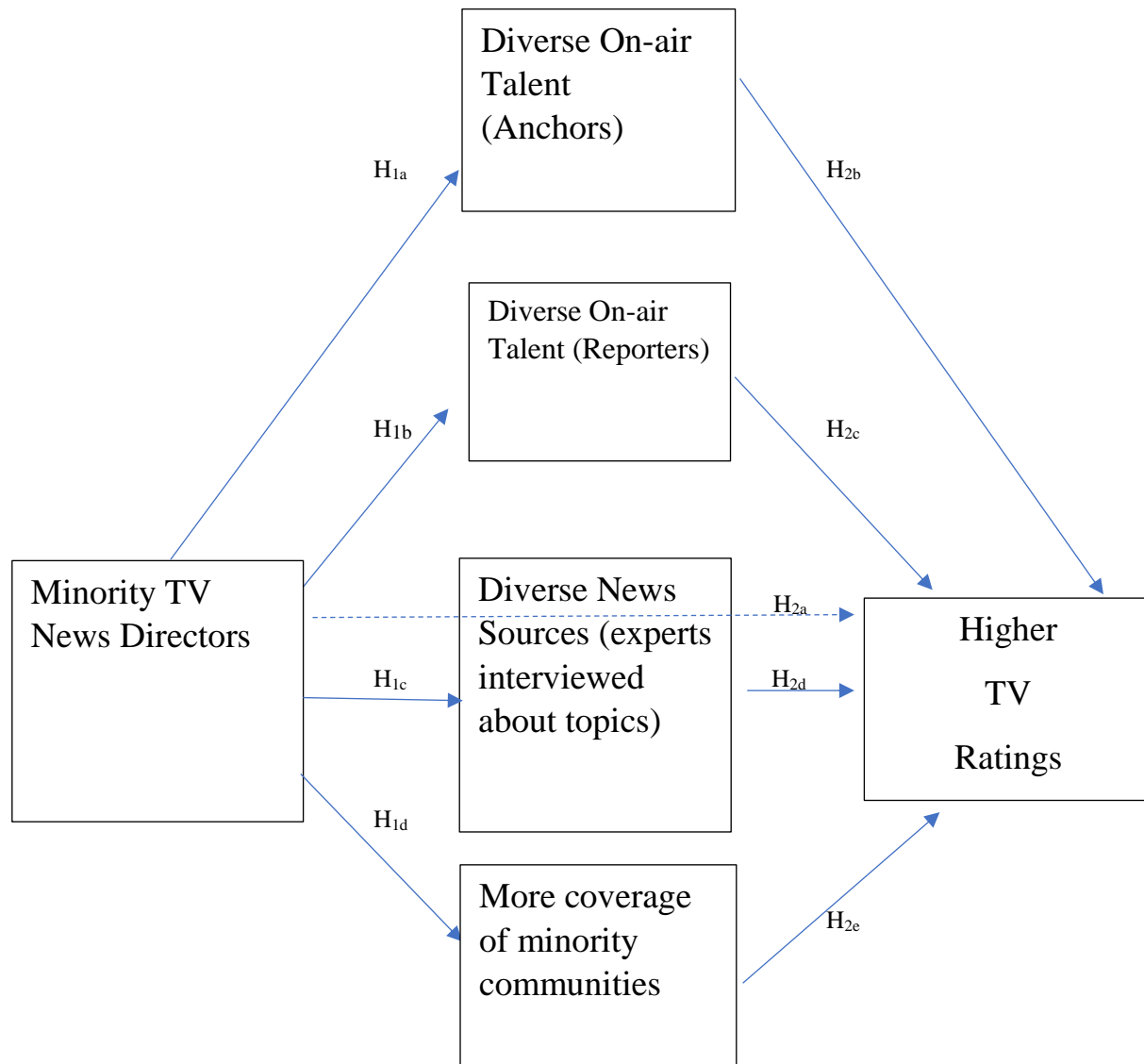
Limitations of this study included lack of financial funding to test more than just the six P.M. newscast and to only test one market. Future research should include other markets to further test the hypotheses. These markets should include majority Caucasian and majority minority audiences where there is a minority news director or multiple minority news directors. Another limitation - interviews of male minority news directors. They should be included in

future research. Their experiences, perceptions, and/or beliefs may impact their experiences in the news industry. Future studies should also include a larger sample size of local stories and other variables that may show a news directors impact on ratings.

Ultimately more research studies should be composed, completed, and published on the impact of ratings by minority news directors. This study overall was able to provide the positive impact of a minority news director on ratings, a feat that could positively impact a television station's profit margin. Some might say the encouragement of minority anchors, reporters, and sources by a minority news director could provide positive impressions of minorities improving race relations in the United States.

Appendix A

Theoretical Model



Appendix B

Interview Questions

- 1) What is your racial background?
- 2) How long have you been a news director?
- 3) What jobs have you held before becoming a news director?
- 4) What training did you receive that prepared you to be news director?
- 5) If you've received training, how has it helped you on the job?
- 6) Does training continue? What kind?
- 7) What are the expectations of you in your role as a news director?
- 8) Does race help or hinder how you do your job? In what way?
- 9) Have you worked for minority news directors in the past?
- 10) Describe an experience or a few experiences under that news director.
- 11) Do you make a choice to have a diverse staff? Why or why not?
- 12) Are minority sources important? Do you encourage them among your staff? Why or why not?
- 13) Do you have a protocol for covering issues in minority communities?
- 14) Can having diverse staff, diverse sources and covering minority communities play a role in ratings? In what way?
- 15) As a minority news director, can you be faulted if you favor "too much" a diverse staff, diverse sources and minority community coverage?
- 16) Is there anything else I should ask about your role as a minority news director?

Appendix C

News Director Two, Northwestern, USA

- 4) What training did you receive that prepared you to be news director?
 Breaking news (laughs). Initially no did not have training, but I will say my company definitely took their time in helping me in anyway possible. I wouldn't call it formal training at first because, I, the entire situation just happened. I started off as an interim... It was kind of like, we need you to fill in for the time being until we figure out what's going to happen. It happened during a new by a new company.
 - 5) If you've received training, how has it helped you on the job? Mentor in place. It was one of those situations where Everybody just took a chance on everything. It was kind of a Russian roulette. I feel like that worked out in our favor. Me taking a chance on this venture and them taking a chance on me. Me putting together a newsroom that first building and reshaping. They definitely were involved in the process and helped in anyway they could.
 - 6) Does training continue? What kind? – in beginning – no but has been to seminars. We Travel to other stations in group to do summits. I've been to Poynter for news management seminar.
- 11) Do you make a choice to have a diverse staff? Why or why not?
- a. Yes and no. I don't have an idea, I have two black people, now I need Asians. If you can do the job that's More so what it is. If you don't have diversity in newsroom, it can be hinderance to what kind of coverage you have. I have people from coast to coast, beyond race, geographic plays a huge role here in story coverage. – hear experiences from all difference sides. We're Diverse economically and geographically.
- For example: the ((oil pipeline protest)) situation. It's next door to us. We sent a crew there. We had a conversation, Is it Native American or Indian? How do we address people coming from tribes? We Sat down with native American reporter. I called a Chief about what to say. We Wanted to educate her staff and herself. Mixture of both, not because of race but circumstance. This is how this can help the team. It may be added bonus, that they come from diverse background. They call me mother earth amongst the news directors in the company. They say ND3, you have one of the most diverse newsrooms in the state, probably in the region of the Northwestern part of the country. It's just like, not on purpose, it just happens this way.
- 12) Are minority sources important? Do you encourage them among your staff? Why or why not?

Absolutely, they are important. Beyond the Term minority can mean so many things. You can talk about Race, demographics, nationality. It's important to Get those specific points of view because those people are affected differently.

For example: here in ((northwest)) there's an AFB. If something happens that could affect the airmen, they're an important asset to our community. Same thing for... We have a large population of Native American Indian. Those are the most interesting stories. It's very important. We push for diverse sources... I call it the "Purple cow" -we see all the brown cows, where's the purple one? that's ((my company)). It's something I stand behind.

13) Do you have a protocol for covering issues in minority communities? Yes, we always, review a script, in coverage in general prior to. More so, reporters are not from here. ((This state)) has culture of their own. It's hard to learn an entire culture in two years. Yes, there's a Protocol in general whether they're aware of minority group or culture, they're not from here. When we don't know something – let's find out. ((this state)) is a big neighborhood. Everybody knows everyone. The last thing you want to do is intentionally or ignorantly piss people off.

14) Can having diverse staff, diverse sources and covering minority communities play a role in ratings? In what way?

I could see how there could be truth to that. Yes, I can see that. And I say it partly, because no one is sitting down watching the news like they used to anymore. So we actually have on our mural in our newsroom that our responsibility is not only to report, some of our responsibilities are to report, educate and protect our community. I put an emphasis on educate. We're not just going to tell about the happenings of the day, we're going to tell them the next step to do to protect selves, their assets, to protect their kids, whatever it is we are looking into. There's a lot of benefit in having people (reporters) who come from different perspectives and contributing to the ultimate cause.

15) As a minority news director, can you be faulted if you favor "too much" a diverse staff, diverse sources and minority community coverage?

It Depends on your motive and the intent behind. You definitely could as a news director.

Let's be honest Certain things don't affect other communities. You can't force it. Hypothetically let's bring the ((oil pipeline protest)) situation into play. We know specifically are definitely speaking out boldly against it. Specifically native Americans and the effect on their lands. If try to push reporter to talk about correlation with African-Americans and their civil rights movement... is it justified or am I trying to start news? I'm not saying that's wrong? The story

angle should be enough to explain angle. If my staff doesn't understand something or they may need to explain their angle. Why will people care? I think more so it depends on motive of news manager. ...

16) Is there anything else I should ask about your role as a minority news director?

I Can't speak for all minorities... I can say during transition into mgmt. -I am fortunate to have company and managers and mentors within company who support anyway they can, making me feel comfortable and not awkward if I interview people who look the same. I'm not worried about that, they're not making it a big deal.

I am blessed not to have to worry. From the president down, it something that's quite open, I think that plays a huge part of it, when you have that support collectively it determines how bold you are in your news coverage.

Appendix D

News Director One, Southeastern, USA

- 4) What training did you receive that prepared you to be news director?

I've been fortunate to have gone to Multiple trainings, workshops over the years. Two in particular my very 1st one was producer academy which prepared me for moving into more critical roles in the newsroom. My second one was producer academy II. Producer academy is a ((dual company)) initiative launched in the early 2000's. they said they had trouble coming up with producer s to move into upper management. They first tried to look within own newsrooms to figure out future leaders. It was first how to work on specific news shows and how to deal with personnel. They even went as far to say, don't neglect your personal life, be sure to date and have a family if that's your goal. Producer academy has progressed. ((The companies)) still do it but now they do a mgmt. one too. I went a second time as an executive producer. That training was less newsroom related and more overall station related. So, difficult conversations, budgets, talking to other departments within your station, other than news. That was very helpful. They still do it.

When I became news director, I went to Kneeland project. It was phenomenally great, and it's based on this woman named Carole Kneeland and how she ran her newsroom before she unfortunately passed away. She just had really great practices on how you treat people, what you say, how you interact, that sort of stuff and how to create a happy newsroom. It was very, very helpful.

- 5) If you've received training, how has it helped you on the job?

- 6) Does training continue? What kind? Yes – ((my company)) is very big about keeping you abreast or if you have any issues about training. If you have any issues, there's someone you can call and say how do I approach this in a good way. They give you the ground work on how to approach the situation.

- 7) What are the expectations of you in your role as a news director?

For myself want us to do a very good job, telling news, what happened in ((the southeast)) today. I Want us to be accurate and on point. I describe it as a plate of food. You have your meat, potatoes, vegetables, bread, dessert that's how newscast should be. You got to have certain parts of it, and have to other parts to engage viewers. You have to give them something everybody cares about. The expectations that Others have of me: managing people, addressing issues, good place personnel wise, dealing with possible thief, budget, some of it has nothing to do with news.

Ratings expectation? That is the ultimate goal of news director or anybody with in news— hopefully win the day, hopefully you are winning ratings wise. My hope is that Everyone has done what supposed to do, what I tell them, there are other circumstances to impact ratings. If we did a good job... what we've done, how I measure our success.

Ratings not paramount thing... because ratings are basically dealing with whims of people. If I know we did a really good job, didn't do well in the ratings, I make sure staff not devastated.

- 11) Do you make a choice to have a diverse staff? Why or why not?

Yes, I've been enough to be in really diverse newsrooms, and not so diverse newsrooms. What I've discovered is the more diversity, the more perspectives you have, the more diversity is amongst races, gender, age, - having more than one voice, or one type of voice in the newsroom really propels the news product. Because if you're not a part of community, if you're not living in those communities, if you don't have any perspective in those communities, it's hard for some people to see the importance of coverage. So if you have a diverse staff, then I feel like, every part of your community is going to be touched in some way. And I truly don't think that for some people it's not a purposeful thing, not want to cover those communities. It's a lack of knowledge, it's not knowing what's happening in those communities. You have to make sure your entire DMA, black, White Hispanic, Asian, young, old, is being covered. You have to make sure those voices are at the table to speak up and say what's happening. If you don't have that, you become myopic in what you do and how you cover things.

- 12) Are minority sources important? Do you encourage them among your staff? Why or why not?

I don't think I've truly ever thought about this question. If you are of a ... I have a reporter who's been here forever, 14 yrs. He's a native and he happens to be White. A lot of his sources are diverse in nature, Black, White, Hispanic because of the relationships he's cultivated. Because he's a person in touch with all of these communities. And has done the legwork, talking to people, he's seen as the guy to call. I don't think he would say that's my black source, that's just my source.

In some markets – does it need to be impressed upon to have diverse sources?

Absolutely... if you don't have those sources, you don't have that voice. I 100% agree with that.

- 13) Do you have a protocol for covering issues in minority communities?

I don't know if it's a protocol, but I'm constantly asking, probing, making sure that we are covering and delving into whatever the issues may be and making sure we are complete on both sides. Whether it's the Minority perspective and getting the other side of that or vice versa. I don't think the fundamentals of journalism changes based on the community you are covering. You gotta get both sides.

I wonder, by your demeanor, by asking, probing, your making sure your covering all parties, you're perhaps unintentionally or unconsciously passing on that protocol to cover all parties, cover minority communities? I would say yes, probably 100% because it's just

like anything else, if you keep asking, and probing and showing, it becomes part of everyday stance of how we're going to cover it.

14) Can having diverse staff, diverse sources and covering minority communities play a role in ratings? In what way?

I think it can play a role in ratings because now more than ever, people like to see themselves in any given situation.

I always tell my people this, if you do a good newscast and you're covering all communities affected, the people will come. They will see that you are fair in how you are delivering and covering things. Goes back to my dinner plate analogy (laughs).

15) As a minority news director, can you be faulted if you favor "too much" a diverse staff, diverse sources and minority community coverage?

Yeah, I will say this. I think people are human. They feel the way they feel. I would not be surprised, if myself or any other minority news director would see 'oh she just wants to cover that minority community. face criticism from staff – due to ... how fair it is? Not surprised.

Appendix E

Former News Director Three, Southwest, USA

- 4) What training did you receive that prepared you to be news director?
 - a. "I think being an Assignments mgr, that really prepared me. Everyone kind of comes to the assignment desk. Everyone seems to kind of come to you. I think being the assignments manager really prepared me for that transition from assignments manager to news director."

- 5) How has that training helped you on the job?
 - a. Because the assignments Mgr job is the assignments editor job is really a reporter that never leaves the bldg.. You really do have a sense to be able to talk to your reporters, talk to your producers and the news director so you kind and photographers for that matter so I feel like that it gives you a sense of what it is you do everyday when you're a news director, you kind of get a sense of of what their problems are going to be in the field.

- 6) Does training continue? What kind?
 - a. I'm Not sure. I think it was when I met ND1 at Carole Kneeland project. I think that's where you have to, yourself as a news director, find outside training because as much as the training you get, in other jobs before getting the big chair, you're still not ready for it because you know they're going to come to you before 2:00, during specific times. As opposed to the news director position, they're (staff) coming at you all day for various reasons: personal, professional and so a lot of times, ND's don't get that training. When we were at the Carole Kneeland project, a lot of the problem you see as a news director but don't have anyone else to talk to about it, you are able to Find like minds there and get some of that training. So I feel like, as a news director, the training continues really on your own time and It's what you make of it.
So being able to reach out to another news director, another news director of color or woman, like 'hey, I've got this situation, and I'm not sure how to tackle it so I think, that helps.'

- 11) Do you make a choice to have a diverse staff? Why or why not?
 - a. Yes I did. That was one of the first things I did. When I was interviewed they asked me what did I think was wrong at the station watching it as the competition and I said, 'Well, right now, you don't have a lot of people on your staff who look like me or the people who live in the city.' And so, I did a lot of, as people contracts were out, I made a decision to hire more Hispanics. So the male anchor, when I first started there, when he left to Denver, I hired a Hispanic male. The female anchor, she is anglo because we do have an anglo population here so it's

not like I wanted to erase it, I just wanted to make sure it was more representative of what ((the southwest)) looks like. Because the sports guy is anglo, the weather guys are anglo, so my morning team, the male anchor, I made him Hispanic, the female anchor, she's Asian. The reporters that I hired, one was Colombian, one was half El Salvadorian/half Hungarian, I didn't necessarily just want Mexican, because here on the border, people don't realize we always get an influx of refugees and they're not coming from Mexico. Most of the people who are coming from Mexico, seeking asylum, are journalists. And the rest are coming from Cuba, Colombia, El Salvador, Honduras. I wanted to be able to send reporters to some of the places where kids who came on (unintelligible) are from El Salvador. So they can see that there are other people who have done this and now look, you're the person who's American but my grandparents came from El Salvador.

- b. Why? – trust... it's trust. And I saw it when I went from English to Spanish. When you work for an English station on the assignments desk, it's really a lot of Complaints that you get in the newsroom. How come you guys aren't covering this? You guys did this wrong. That's usually what you get on the desk at an English station. I didn't realize on the Spanish side, you really become a counselor, a lawyer, everything, they call you for everything. The audience for a Spanish language station really depends on where you are. Here in ((the Southwest)), you have a huge, educated migrant population. The closer you are to the border, the more education, your immigrants are going to have. The further away you go, the less education that they have. Here in ((the Southwest)), there's not a lot of jobs for necessarily pickers. The jobs that are available, they're for doctors and lawyers. That's the immigrant you're really going to find here in ((the Southwest)). The people who are going to be working here are going to be in Utah and Kansas, working in factories and all of those moved away from the border. You do have some that stay here or are elderly. They came across, they left the grandparents and the moved to bigger, they moved to LA, they moved somewhere else. And so you have part of your audience is very educated. Part of your audience, a group of them who depend on you for everything because they don't read Spanish, they don't read English. So the only way they get their information is on the TV from you talking to them. So you're going to get phone calls, I got a call from an old lady, they wanted to vote for the first time, they didn't know how to go about it and they don't have a computer. So you have to learn to have patience, because you're busy in the newsroom, but sometimes something bigger is happening so with every phone call you have on breaking news, you're still having five grandmothers calling every hour, asking you to figure out, because if you do it for one, she's going to tell her vecina, her neighbor, that you call ((our station)), they'll do it for you. Like, 'Oh, I called this lady, and she asked for my address, I gave it to her, and she told me what my precinct is. So now I know where to register to vote.' Everyone will call you from that one neighborhood because (laughs) the grandma told them, you don't have a computer, call ((our

station)), they'll help you. You don't see English speaking audience going wow ((that channel/the competition)) says, its gotta be true. But a Spanish station said it, it has to happen. And that's what we've seen here, the number one station here in ((the southwest)), for the longest time, was ((our station)). I think that was really hard for me to go from the number one station to the number one revenue station, to the station that they're trying to grow that was acquired yet from another company to compete.

12) Are minority sources important? Do you encourage them among your staff? Why or why not?

- a. Definitely, definitely, definitely, definitely. I even encourage, I was telling a news director in ((southwest city)), she's no longer there, but she didn't speak Spanish, but she understood it kind of. But She was running the Spanish station, the Univision station and the NBC station, I believe, maybe it was CBS, one of those but she had dual station, one Spanish, one English but she was very verse in Spanish that for me, was odd. So I asked, how do you do it. And they really rely on anchors, I'm like wow, we rely on them too, but we still oversee what they do and she said it was hard to get stories. or try to find Spanish voices for stories on the English side. And I said well utilize your Spanish desk. A lot of the times we would get a better story out of the house fire because the English station would call the PIOs and the Spanish station, automatically the neighborhood would call and say, "we see smoke and flames, tell us what's going on". And we'd say, 'there's a fire, but can you tell us who lives there, who's around this? Can I get your number? Can we go out to you guys. '
- b. How did you encourage that among your staff? Is it automatic or did you have to spell it out?

At the Spanish station, the Spanish speaking kids, they already knew it, with Univision. We had more people from the community, giving us our stories. The English, what I would tell them is, ' remember guys, if you know you're going into Spanish speaking neighborhood speak to them in Spanish first. They're going to feel at ease with you. They're going to bring down the barrier, they're going to talk to you.'

13) Do you have a protocol for covering issues in minority communities?

- a. Not really, especially here in ((the Southwest)). Ninety percent of the population is Hispanic. It was really just more of, finding Spanish speaker.

14) Can having diverse staff, diverse sources and covering minority communities play a role in ratings? In what way?

- a. I would say so... for example – the #1 station, the English station, their female... anchor came from Spanish station originally. She's the most loved anchor English side. The Spanish side, regardless how many go through doors, they're still #1, because they really push community feel. They don't have to have a promo about community first, they already have it. People of color tend to trust others of color. You're gonna be, 'what does that person say, they look like me'

15) As a minority news director can you be faulted, if you favor "too much" a diverse staff, diverse sources and minority community coverage?

- a. Yes, if you consider diversity – just bringing in people of color. For me, Diversity means bringing people in who don't necessarily think the way that I do. That meant that I also have a lot of anglos, a lot of people who didn't necessarily think like me so I could go, 'what's your point of view?' 'let me make sure that this is not just a one-sided deal and it's what I say, what I think, what I feel.' I wanna make sure that I don't have my blinders on. Of course, I could be called out, that's the whole point of having them there, I wanna be called out. I don't want to put myself in bubble.

16) Is there anything else I should ask about your role as a minority news director?

I wish there was more of us out there. When you go to these news director gatherings, there's always just a handful. You can count on one hand. I just wish there was more of us. I think Carole Kneeland (manager training), I think only there was two of us. There are more female news directors, there was only two of color. So while there was maybe five of us female, there was only two were of color.

Appendix F

Coding Protocol for Linda White's newscasts content analysis

Introduction

This content analysis protocol is aimed at analyzing the impact of minority television news managers on ratings through several variables: diverse staff, diverse sources, and covering minority communities. The following definitions are critical to selecting and analyzing newscast data in this study.

(News) Staff - Anchor

A television station employee responsible for gathering news and/or speaking on camera about a news story from the news desk at the station and/or introducing a reporter.

(News) Staff - Reporter

A television station employee responsible for gathering news and/or speaking on camera about a news story from the news desk at the station, the newsroom, in public, via telephone or any other electronic medium.

Sources

A source is a non-staff non-anchor person who speaks on camera about a topic during a news story.

Minority communities

Per census data, plotting geographical location of news stories in majority minority communities within the news station's DMA.

News Story

Information presented by an anchor and/or reporter about a single topic during the newscast affecting the local community, neighborhood, city, parish and/or state.

Newscast

A half hour program containing multiple stories minus commercials.

Diverse

A person's race/ethnicity other than White/Caucasian.

News Station

A company that pays employees to gather the news and sell advertising in order to make a profit for its company.

DMA

DMA (Designated Market Area) regions are the geographic areas in the United States in which local television viewing is measured by The Nielsen Company, a company that tracks what audiences watch, determining the ranking/popularity of television channels and their programs.

Location

Focus' on city, communities, and streets to determine which DMA the story is discussing. Be sure to pay attention to anchor and/or reporter information about location of the story for audio cues. Visual cues could also be important in lower third banners across the bottom or top of the screen for location and full screen or 'over the shoulder' (OTS) boxes indicating location of story. See examples below. Please follow spelling as present on television screen. Can spell phonetically if not spelled on television. If the street name is a number, please use First instead of 1st. Be sure to spell out Road, Street, and Avenue.

Lower third banner examples



OTS example



Visual cues



Neighborhood or Community

Louisiana has cities and counties but counties are called parishes.

Story Impression

Presenting a neighborhood or community in a positive or negative light.

Positive story impression

Examples: Showing community action, heroism, fundraiser, ribbon cutting, builds up community

Negative story impression

Examples: Criminal activity, murder, crime statistics, increased law enforcement in neighborhood

Tease

A quick (:10 or less) introduction of a story at the top of the show or before a commercial. Ignore this as a story count.

Procedure

The followings steps should be used in the content analysis coding described below (v stands for variable).

v1. TV Station

v2. Year

v3. Date

v4. Story Placement (numerical placement in newscast, 1=first story, 2=second story)

v5. News staff - Anchor Diversity

0=White

1=Black or African-American

2=Hispanic or Latino

3=Asian

4=American Indian and Alaska Native

5=Native Hawaiian and other Pacific Islander

6=Arab

7=Other/multiracial

99=idk/not sure

v6. News Staff – Reporter Diversity

0=White

1=Black or African-American

2=Hispanic or Latino

3=Asian

4=American Indian and Alaska Native

5=Native Hawaiian and other Pacific Islander

6=Arab

7=Other/multiracial

99=idk/not sure

v7. Story source diversity

0=White

1=Black or African-American

2=Hispanic or Latino

3=Asian

4=American Indian and Alaska Native

5=Native Hawaiian and other Pacific Islander

6=Arab

7=Other/multiracial

99=idk/not sure

v8. Story location –

Street –

City/town –

Parish –

Not available –

Other –

v9. Story Impression

Positive –

Negative –

Other –

Appendix G

Coding Sheet

Minority TV News Managers Impact on Ratings

v1. TV station	A=ABC	C=CBS	F=Fox	N=NBC	
v2. Year					
v3. Date					
v4. Story Placement					
(numerical placement in newscast, 1=first story, 2=second story)					
v5. News Staff Anchor Diversity					
0=White					
1=Black or African-American					
2=Hispanic or Latino					
3=Asian					
4=American Indian and Alaska Native					
5=Native Hawaiian and other Pacific Islander					
6=Arab					
7=Other/multiracial					
99=idk/not sure					
v6. News Staff Reporter Diversity					
0=White					
1=Black or African-American					
2=Hispanic or Latino					
3=Asian					
4=American Indian and Alaska Native					
5=Native Hawaiian and Other Pacific Islander					
6=Arab					
7=Other/multiracial					
99=idk/not sure					
v7. Story source diversity					
0=White					
1=Black or African-American					
2=Hispanic or Latino					
3=Asian					
4=American Indian and Alaska Native					
5=Native Hawaiian and other Pacific Islander					
6=Arab					

7=Other/multiracial

99=idk/not sure

v8. Story location

Street

City

Parish

Not Available

Other

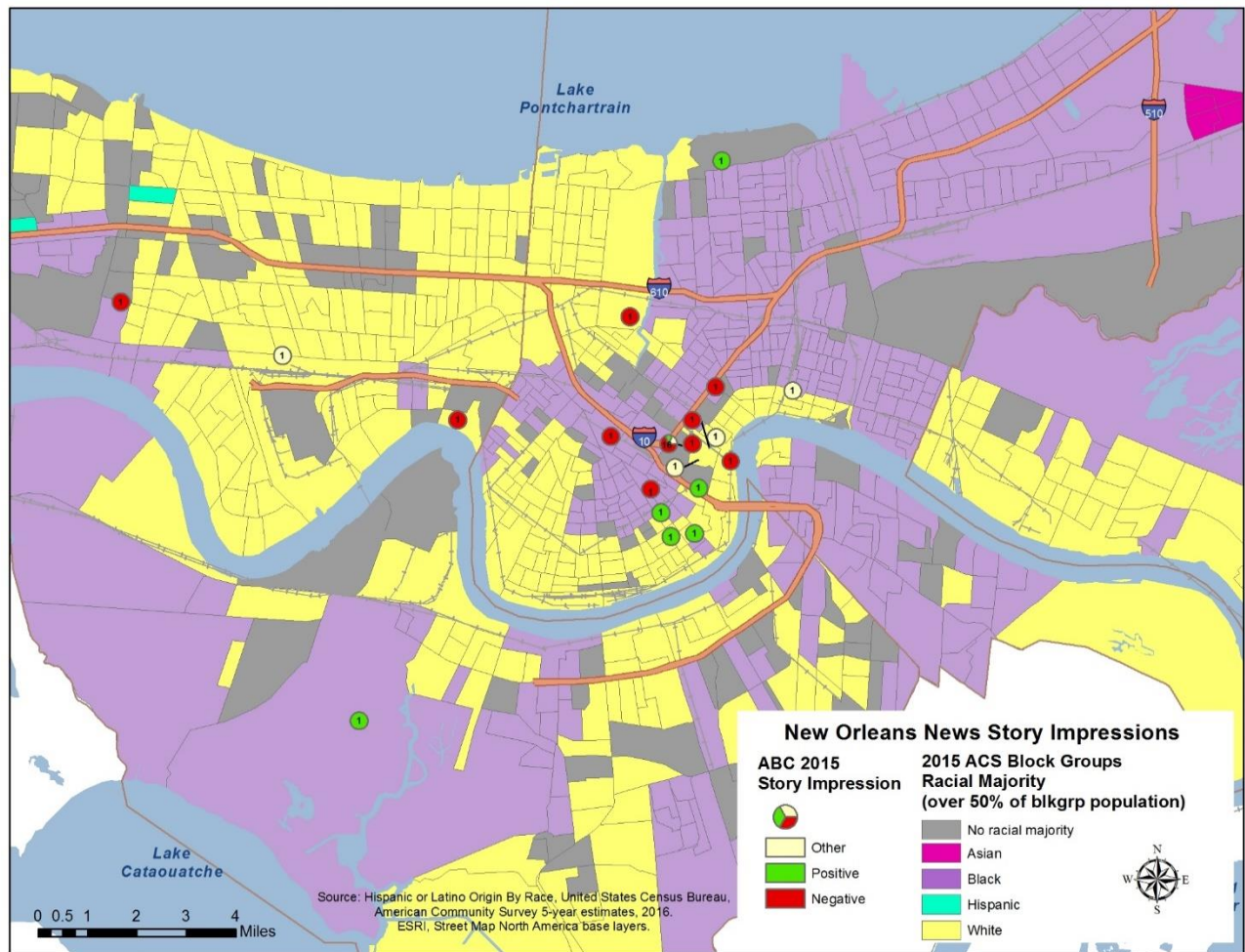
v9. Story Impression

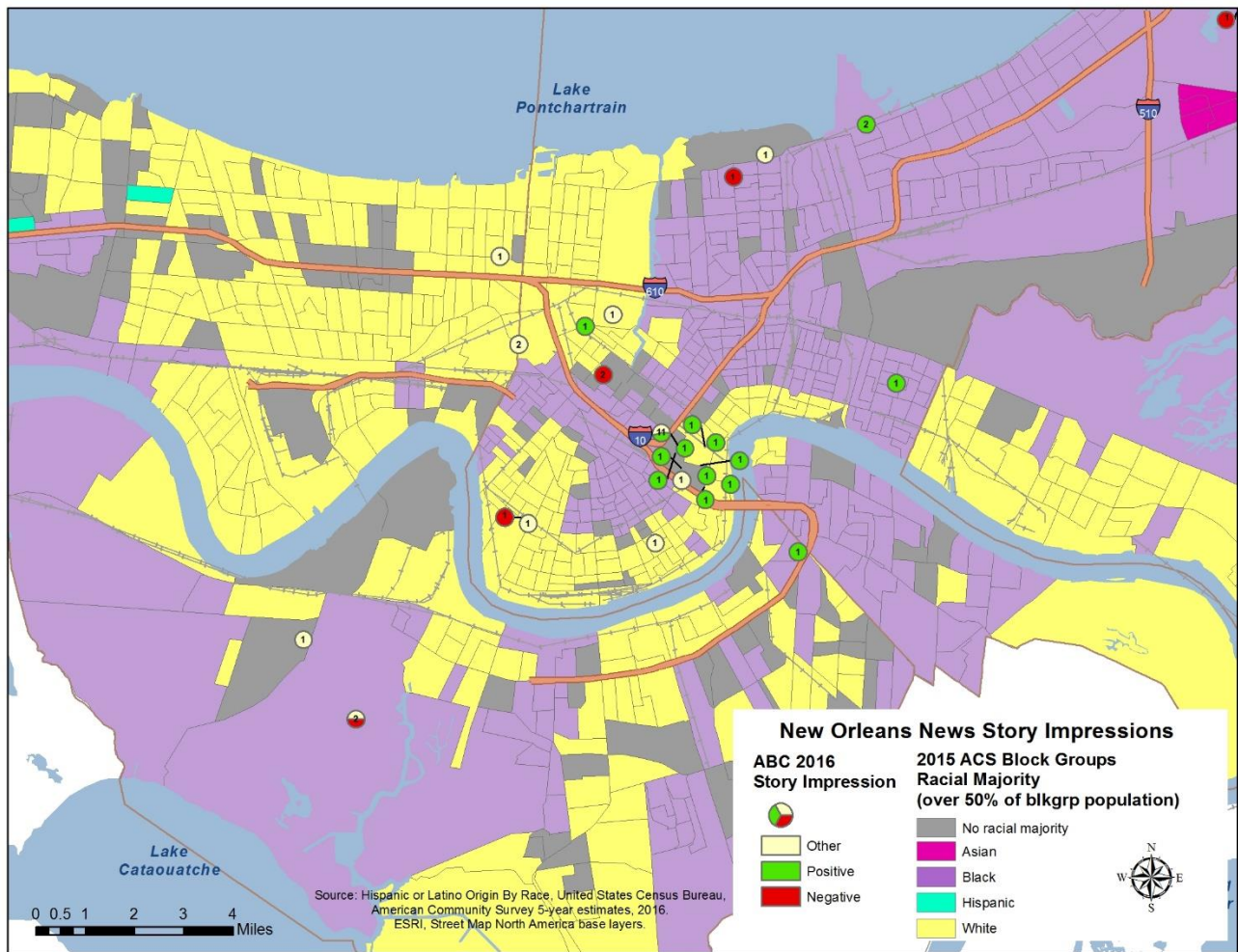
Positive

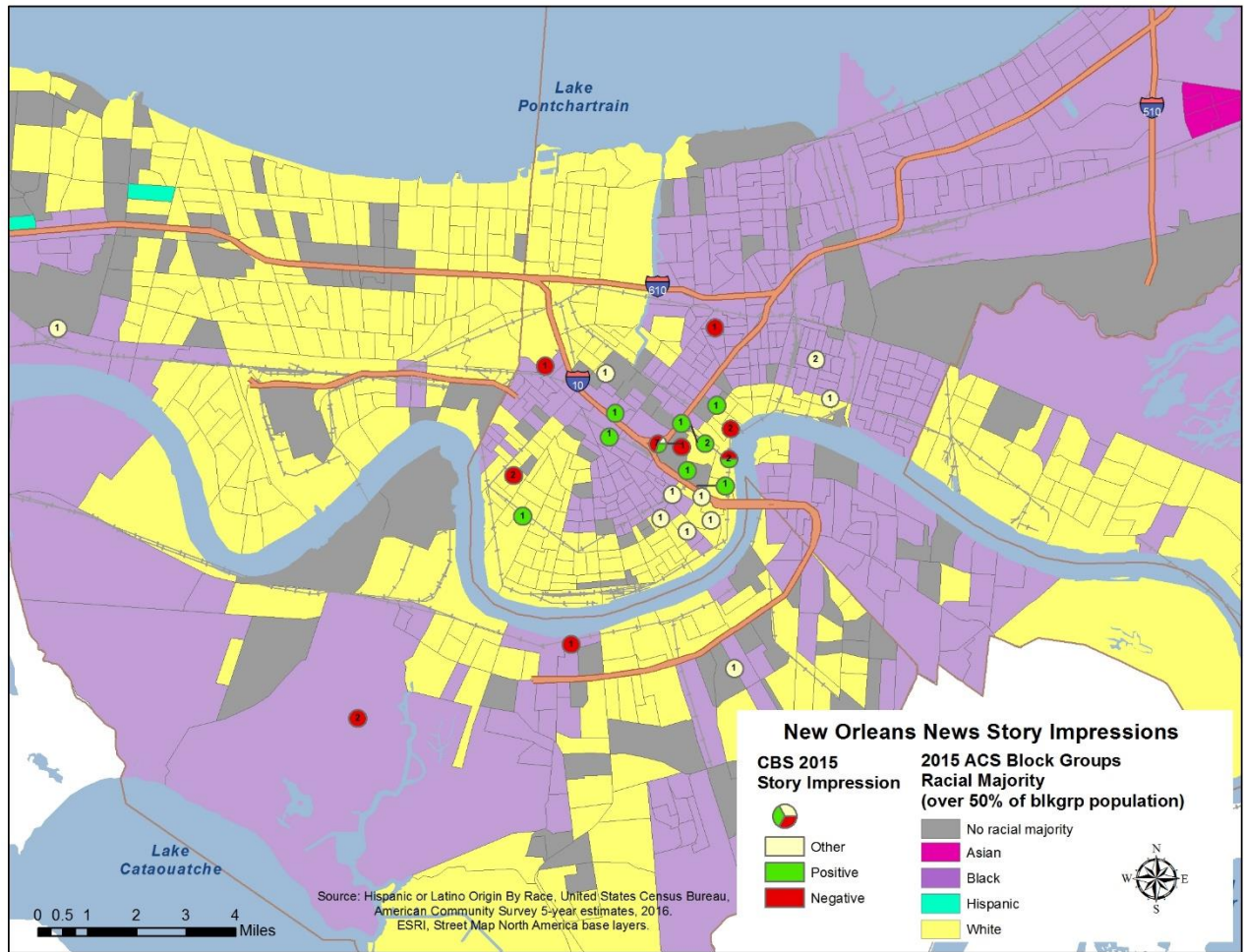
Negative

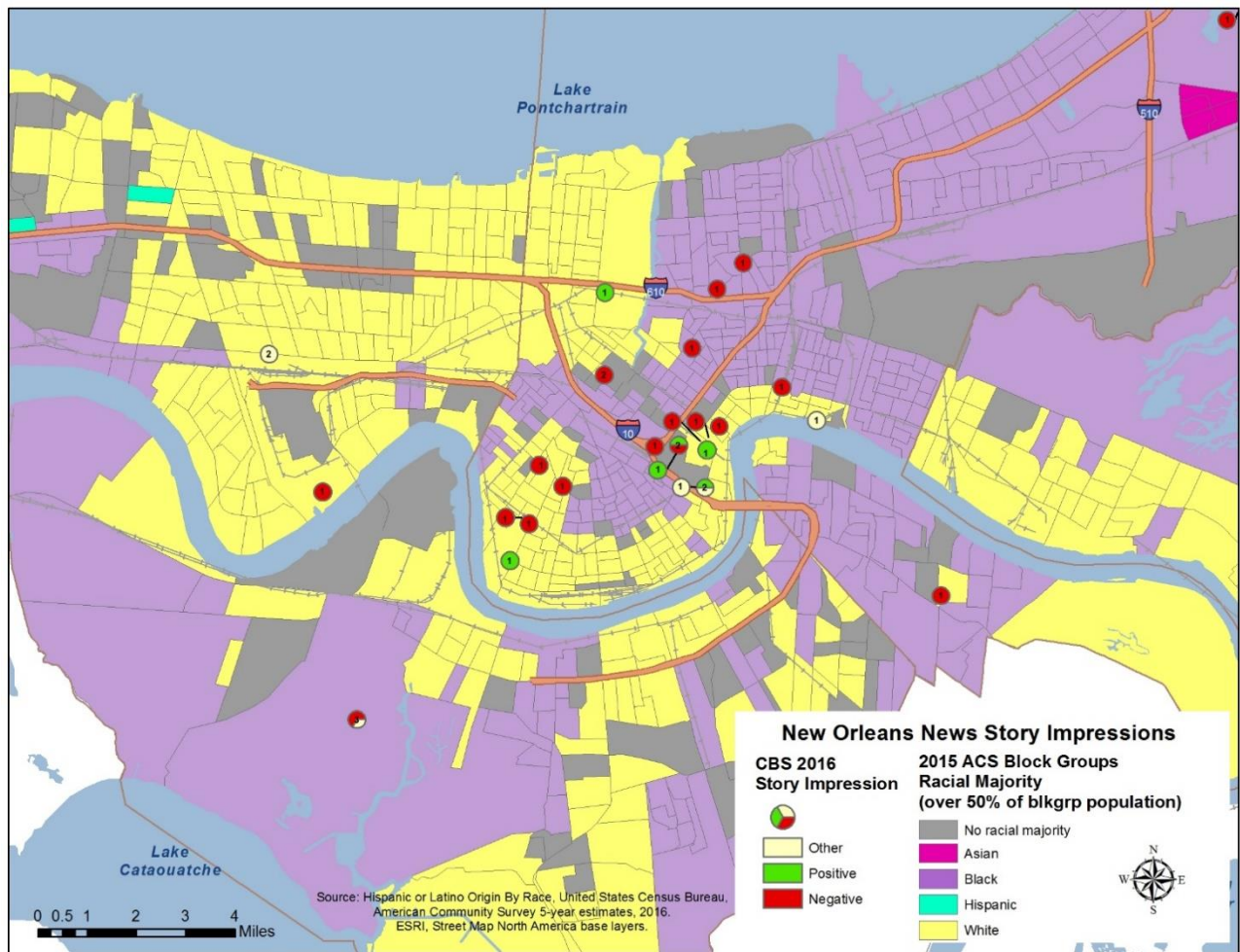
Other

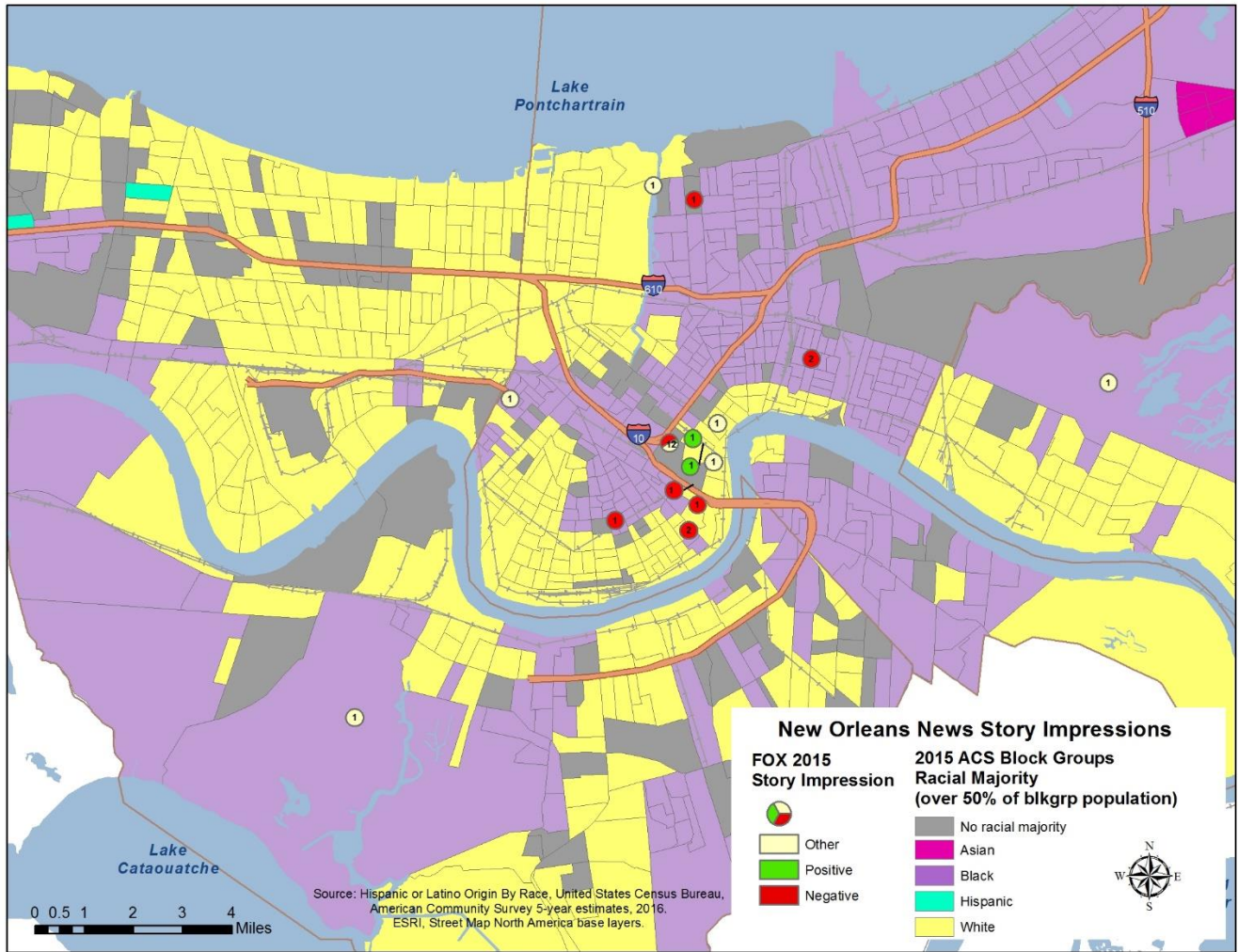
Appendix H

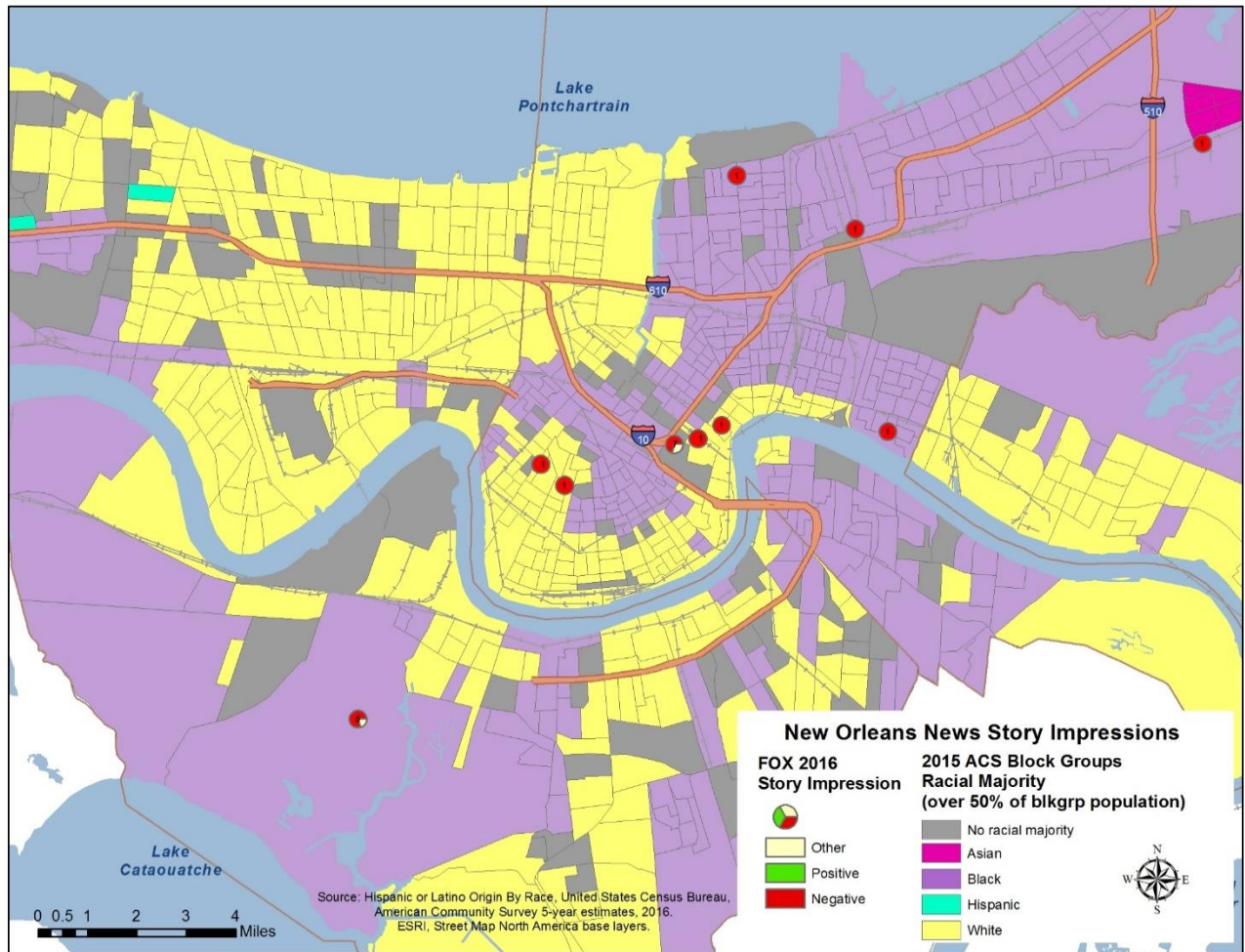


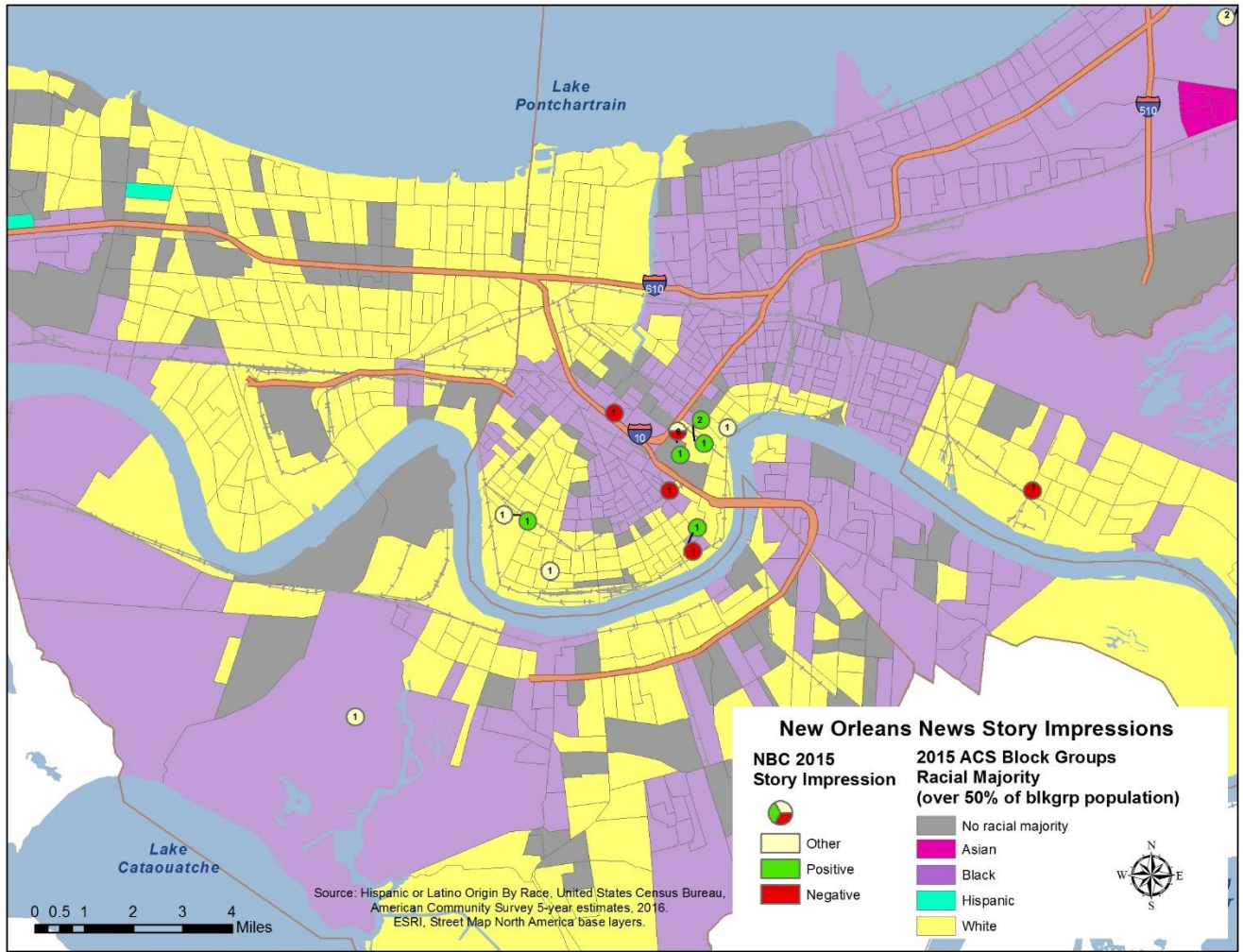


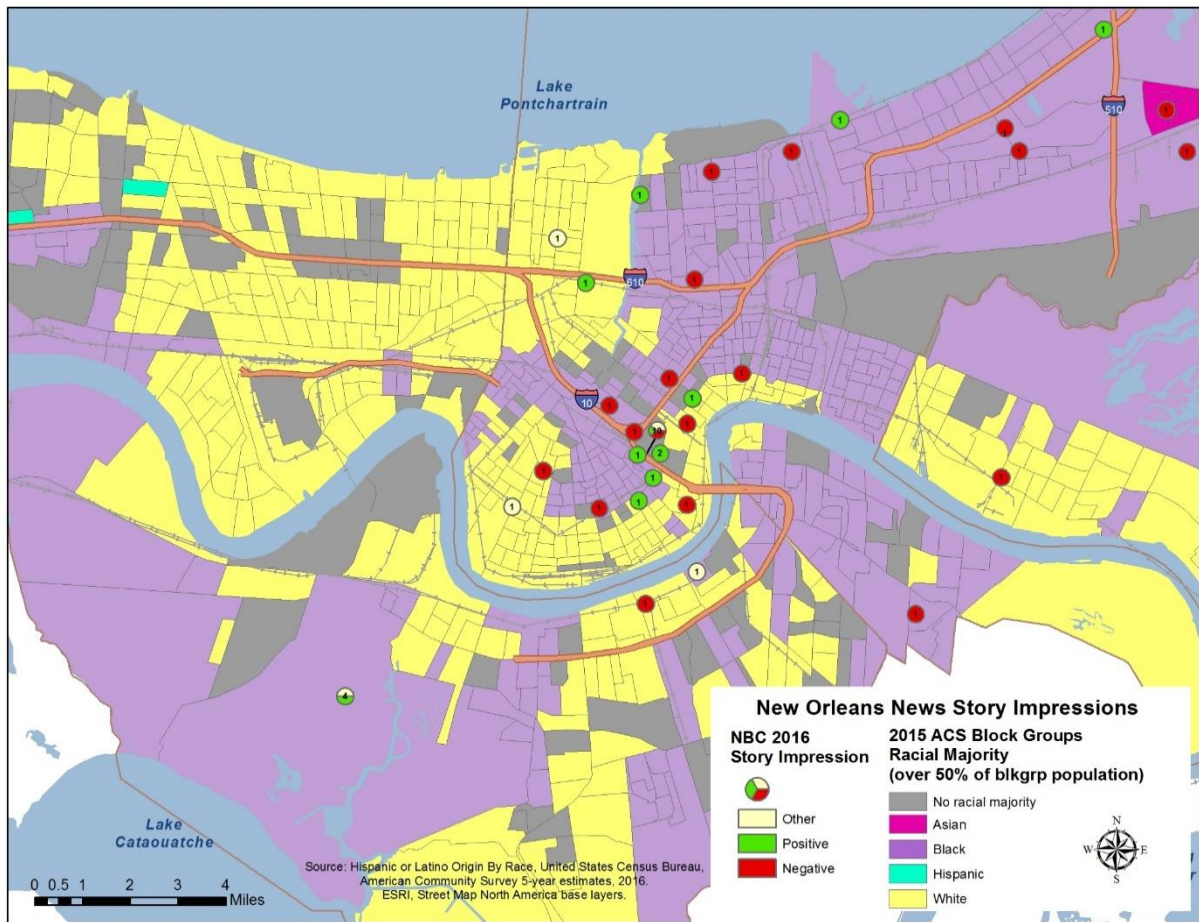












Bibliography

- Adams, T., & Cleary, J. (2006). The parity paradox: Reader response to minority newsroom staffing. *Mass Communication & Society*, 9(1), 45-61.
- Aldrich, E. M., Arcidiacono, P. S., & Vigdor, J. L. (2005). Do people value racial diversity? Evidence from Nielsen ratings. *The B.E. Journal of Economic Analysis & Policy*, 5(1), 4. doi:10.2202/1538-0653.1396
- Alexander, P. J., & Cunningham, B. M. (2004). Diversity in broadcast television: An empirical study of local news. *International Journal on Media Management*, 6(3-4), 176-183.
- Allen, C. (1995). Priorities of general managers and news directors in anchor hiring. *JOURNAL OF MEDIA ECONOMICS*, 8(3), 111-124. doi:10.1207/s15327736me0803_3
- Asne. (2016). Retrieved from asne.org/diversity
- Barnett, B. (2003). Guilty and threatening: Visual bias in television news crime stories. *Journalism & Communication Monographs*, 5(3), 104-155.
- Berelson, B. (1952). *Content analysis in communication research*. Glencoe, Ill U6 - ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Aid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Abook&rft.genre=book&rft.title=Content+analysis+in+communication+research&rft.au=Berelson%2C+Bernard%2C+1912-1979&rft.date=1952-01-01&rft.pub=Free+Press&rft.externalDocID=90917¶mdict=en-US U7 - Book: Free Press.
- Bramlett-Solomon, S. (1993). Job satisfaction factors important to black journalists. *Newspaper Research Journal*, 14(3-4), 60-69.
- Butler, B. (2012). 2012 nabj diversity census.
- Byerly, C. M., & Wilson, C. C. (2009). Journalism as kerner turns 40: Its multicultural problems and possibilities. *Howard Journal of Communications*, 20(3), 209-221. doi:10.1080/10646170903069920
- Chong, D., & Druckman, J. N. (2007). Framing theory. *Annual Review of Political Science*, 10(1), 103-126. doi:10.1146/annurev.polisci.10.072805.103054
- Dimmick, C. G., John. (2000). African americans in television news: From description to explanation. *Howard Journal of Communication*, 11(3), 189-205.
- Disorders, U. S. N. a. C. O. C. (1968). *Report of the national advisory commission on civil disorders*. Washington, D.C. : U.S. Govt. Printing Office.
- Donovan, R. J., & Scherer, R. (1992). *Unsilent revolution: Television news and american public life, 1948-1991*. Cambridge [England];Washington D.C.;New York,: Woodrow Wilson International Center for Scholars.
- Ford foundation. ((2017). Retrieved from <https://www.fordfoundation.org/work/challenging-inequality/gender-racial-and-ethnic-justice/>
- Freedom forum. Retrieved from <http://www.newseuminstitute.org/freedom-forum/>
- Goldfarb, C. B. (2011). How changes in the economics of broadcast television are affecting news and sports programming and the policy goals of localism, diversity of voices, and competition. *Journal of Current Issues in Media & Telecommunications*, 3(2).
- Good, M. (2012). Nancy lewis. Retrieved from Retrieved from http://charleyproject.org/cases/l/lewis_nancy.html
- Griffin, A. (2014). Where are the women? Why we need more female newsroom leaders. *Nieman Reports*, 68(3), 28.
- Gross, R., Craft, S., Cameron, G. T., & Antecol, M. (2002). Diversity efforts at the los angeles times: Are journalists and the community on the same page? *Mass Communication & Society*, 5(3), 263-277.

- Hultén, G. (2009). Diversity disorders: Ethnicity and newsroom cultures. *Conflict and Communication Online*, 8(2), 1-14.
- Intro to Nielsen ratings: Basics and definitions. (2013). *Spotted Ratings*. Retrieved from <http://www.spottedratings.com/2013/09/intro-to-Nielsen-ratings-basics-and.html>
- Johnston, A., & Flamiano, D. (2007). Diversity in mainstream newspapers from the standpoint of journalists of color. *The Howard Journal of Communications*, 18(2), 111-131.
- Jordan, W. G. (2001). *Black newspapers and america's war for democracy, 1914-1920*. Chapel Hill: University of North Carolina Press.
- Knight foundation. Retrieved from <https://www.knightfoundation.org/programs/journalism>
- Li, Y., & Thorson, E. (2015). Increasing news content and diversity improves revenue. *Newspaper Research Journal*, 36(4), 382-398.
- Luther, C. A., Lepre, C. R., & Clark, N. (2017). *Diversity in us mass media*: John Wiley & Sons.
- Maynard institute for journalism education. Retrieved from <http://www.mije.org/about/>
- Mccombs, M., & Ghanem, S. I. (2001). The convergence of agenda setting and framing. *Framing public life: Perspectives on media and our understanding of the social world*, 67-81.
- Mccombs, M. E., Shaw, D. L., & Weaver, D. H. (2014). New directions in agenda-setting theory and research. *Mass Communication and Society*, 17(6), 781-802.
doi:10.1080/15205436.2014.964871
- Myers, C. K. (2008). Discrimination as a competitive device: The case of local television news. *The B.E. Journal of Economic Analysis & Policy*, 8(1), 28. doi:10.2202/1935-1682.1995
- Nishikawa, K. A., Towner, T. L., Clawson, R. A., & Waltenburg, E. N. (2009). Interviewing the interviewers: Journalistic norms and racial diversity in the newsroom. *The Howard Journal of Communications*, 20(3), 242-259.
- Papper, B. (2016). Rtdna research: Women and minorities in newsrooms.
- Pease, E., Smith, E., & Subervi, F. (2001). The news and race models of excellence project—overview connecting newsroom attitudes toward ethnicity and news content. *Maynard Institute for Journalism Education*. www.mije.org/files/industrystudies/news_and_race2.pdf. (Accessed June 30, 2009).
- Pease, T., & Stempel, G. H. (1991). Surviving to the top views of minority newspaper executives. *Newspaper Research Journal*, 12(3), 64-79.
- Poindexter, P. M., Smith, L., & Heider, D. (2003). Race and ethnicity in local television news: Framing, story assignments, and source selections. *Journal of Broadcasting & Electronic Media*, 47(4), 524-536.
- Poynter institute. Retrieved from <http://about.poynter.org/training/in-person/nabjlead-17>
- Pride, A. S., & Wilson, C. C. (1997). *A history of the black press*. Washington, DC: Howard University Press.
- Riffe, D., Aust, C. F., & Lacy, S. R. (1993). The effectiveness of random, consecutive day and constructed week sampling in newspaper content-analysis. *Journalism Quarterly*, 70(1), 133-139.
- Rivas-Rodriguez, M., Subervi-Velez, F. A., Bramlett-Solomon, S., & Heider, D. (2004). Minority journalists' perceptions of the impact of minority executives. *Howard Journal of Communications*, 15(1), 39-55.
- Robinson, S. (2011). Convergence crises: News work and news space in the digitally transforming newsroom. *Journal of Communication*, 61(6), 1122-1141. doi:10.1111/j.1460-2466.2011.01603.x
- Russell Neuman, W., Guggenheim, L., Mo Jang, S., & Bae, S. Y. (2014). The dynamics of public attention: Agenda-setting theory meets big data. *Journal of Communication*, 64(2), 193-214.
doi:10.1111/jcom.12088

- Schomburg Center for Research in Black, C. (1986). *Freedom's journals: A history of the black press in new york state : An exhibition organized by the schomburg center for research in black culture, circulated by the gallery association of new york state*. New York U6 - ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Aid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Abook&rft.genre=book&rft.title=Freedom%27s+journals&rft.date=1986-01-01&rft.pub=New+York+Public+Library%2C+Astor%2C+Lenox+and+Tilden+Foundations&rft.externalDocID=689280¶mdict=en-US U7 - Book: New York Public Library, Astor, Lenox and Tilden Foundations.
- Shoemaker, P. J., & Reese, S. D. (1991). *Mediating the message: Theories of influences on mass media content*. New York: Longman.
- Simmons, C. A. (1998). *The african american press: A history of news coverage during national crises, with special reference to four black newspapers, 1827-1965*. Jefferson, N.C: McFarland & Co.
- Stone, V. A. (1987). Changing profiles of news directors of radio and tv stations, 1972--1986. *Journalism Quarterly*, 64(4), 745-749.
- Tankard, J. W. (2001). The empirical approach to the study of media framing. *Framing public life: Perspectives on media and our understanding of the social world*, 95-106.
- Voinché, T. C., Davie, W. R., & Dinu, L. F. (2010). Considering the sources in local television news: Diversity in coverage of hard and soft news. *Southwestern Mass Communication Journal*, 26(1).
- Westin, A. (2001). The color of ratings. *Brill's Content*, 4(3), 82-85,129.
- Wilson, V. (2018) *Former wvtm 13 producer/Interviewer: L. White*.
- Ziegler, D., & White, A. (1990). Women and minorities on network television news: An examination of correspondents and newsmakers. *Journal of Broadcasting & Electronic Media*, 34(2), 215-223.